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LIBERIA MUNICIPAL WATER PROJECT (LMWP)

YEAR 4 ANNUAL REPORT (OCT 2014 – SEP 2015)
QUARTERLY REPORT 4 (JUL 2015 – SEP 2015)



OCTOBER 2015

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Cover Image: March 4, 2015 Commissioning Ceremony for the Robertsport Pipeline Extension project. Pictured from left to right holding ribbon: Mohammed Passewe, Superintendent of Grand Cape Mount County; Charles Allen, Liberia Water and Sewer Company (LWSC) Managing Director; Deborah Malac, US Ambassador to Liberia; and His Excellency Joseph Boakai, Vice President of the Republic of Liberia.

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

CONTENTS.....	I
ACRONYMS AND ABBREVIATIONS	II
1.0 INTRODUCTION.....	1
2.0 EXECUTIVE SUMMARY OF YEAR 4 ACCOMPLISHMENTS	2
3.0 UPDATES ON Q4 PLANNED ACTIVITIES AND STATUS OF CONTRACTED TASKS.....	8
4.0 UPDATED STATUS OF CONTRACT DELIVERABLES	12
5.0 RESULTS REPORTING	15
6.0 CHALLENGES, OPPORTUNITIES, AND RECOMMENDATIONS	18
7.0 DETAILED ACTIVITIES AND STATUS OF IMPLEMENTATION SCHEDULE.....	21
7.1 TASK 4 – CAPITAL WORKS.....	21
7.2 TASK 5 – TRANSITIONAL MANAGEMENT OF WATER SUPPLY IMPROVEMENTS	28
7.3 TASK 6 – CAPACITY BUILDING	33
7.4 TASK 7 – COORDINATION WITH OTHER USAID PROGRAMS	38
7.5 TASK 8 – PLANNING AND REPORTING.....	39
8.0 PROJECT MANAGEMENT AND ADMINISTRATION	43
8.1 STAFFING	43
8.2 PREPARATION FOR EXPANSION TO FIELD OFFICES	44
 <i>A. ANNUAL FINANCIAL STATUS REPORT, Q4 FINANCIAL REPORT</i>	
<i>B. LIST OF SHORT TERM TECHNICAL ASSISTANCE MOBILIZED</i>	
<i>C. LIST OF IN-COUNTRY EVENTS, COURSES AND SEMINARS ORGANIZED</i>	
<i>D. LIST OF EQUIPMENT AND MATERIALS PURCHASED</i>	

ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
BOQ	Bill of Quantities
CAD	Computer Aided Design (Software)
CAO	Communication and Outreach
CBO	Community-Based Organization
CHF	CHF International (Now Global Communities)
CIP	Capital Improvement Project
COP	Chief of Party
COR	Contracting Officer's Representative
DCOP	Deputy Chief of Party
DMD-TS	Deputy Managing Director for Technical Services
EGC	Earth Geological Consultants Inc.
EMMP	Environmental Monitoring and Mitigation Plan
EOI	Expression of Interest
EPA	Environmental Protection Agency (Liberia)
ePORT	electronic Program Observation Reporting and Tracking
ESIA	Environmental and Social Impact Assessment
EWG	Engineering Working Group
FACTS	Foreign Assistance Coordination and Tracking System
FARA	Fixed Amount Reimbursable Agreement
GEMS	USAID Governance and Economic Management Support Program
GIS	Geographic Information System
GoAL WASH	Governance Advocacy and Leadership for Water, Sanitation and Hygiene
GoL	Government of Liberia
HCC	Host Country Contracting
HO	Head Office (LWSC) or Home Office (Tetra Tech)
HR	Human Resources
IDAMC	Internally Delegated Area Management Contract
IEE	Initial Environmental Examination
IIU	Infrastructure Implementation Unit
ISR	Institutional Strengthening and Reform
IWASH	USAID/Liberia Water, Sanitation, and Hygiene Project
LD	Liberian Dollars
LHS	Liberian Hydrological Service
LISGIS	Liberia Institute of Statistics and Geo-Information Services
L-MEP	USAID/Liberia Monitoring and Evaluation Program
LMWP	USAID/Liberia Municipal Water Project
lpcd	liters per capita per day
LSC	Local Steering Committee
LWSC	Liberia Water and Sewer Corporation
M&E	Monitoring and Evaluation
MD	Managing Director

MLME	Ministry of Lands, Mines and Energy
MoE	Liberia Ministry of Education
MoF	Liberia Ministry of Finance
MoHSW	Liberia Ministry of Health and Social Welfare
MoPEA	Ministry of Planning & Economic Affairs
MoPW	Ministry of Public Works
MOU	Memorandum of Understanding
MT	Medium Term
NGO	Nongovernmental Organization
NRM	Natural Resources Management
NSDS	National Strategy for the Development of Statistics
NWRSB	National Water Resources and Sanitation Board
NWSHPC	National Water, Sanitation and Hygiene Promotion Committee
O&M	Operation and Maintenance
OIC	Officer in Charge
OJT	On-the-Job Training
OMT	Outstation Management Team
PAG	Project Advisory Group
PMP	Performance Monitoring Plan
PMT	Project Management Team
PMU	Project Management Unit
PPCC	Liberian Public Procurement and Concessions Commission
PSI	Population Services International
QA/QC	Quality Assurance/Quality Control
QIP	Quick Impact Project
QSIP	Quality Service Improvement Program
RF	Results Framework
RFI	Request for Information
RFP	Request for Proposals
RFQ	Request for Quotations
RFTOP	Request for Task Order Proposal
SA	Situational Analysis
SIDA	Swedish International Development Cooperation Agency
SOP	Standard Operating Procedure
ST	Short Term
STA/M	Senior Technical Advisor/Manager
STTA	Short-Term Technical Assistance
SUWASA	USAID Sustainable Water and Sanitation in Africa
TOR	Terms of Reference
TWG	Transition Working Group
UNDP	United Nations Development Programme
UNMIL	United Nations Mission in Liberia
USAID	United States Agency for International Development
USG	United States Government
UWSSP	Urban Water Supply and Sanitation Program (AfDB)
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WSE	Water Supply Engineer
WSP	World Bank Water and Sanitation Program
WSSC	Water Supply & Sanitation Commission
WTP	Water Treatment Plant

1.0 INTRODUCTION

The Liberia Municipal Water Project (LMWP), funded by the United States Agency for International Development (USAID), is supporting the design, tendering, execution and operation of water supply infrastructure improvements in the target cities of Robertsport, Sanniquellie, and Voinjama in Liberia. LMWP is assisting local and national authorities in developing plans for urban water supply and sanitation improvements, implementing water supply infrastructure improvements, and re-establishing local capability to sustainably operate and maintain the water supply improvements. During the four-year project base period, it is the goal of LMWP to help establish improved water supply access in each city, with infrastructure managed by locally-based entities capable of financially and technically sustaining the service. The improved water systems will provide public health and economic development benefits in the three target cities.

The project coordinates with the Government of Liberia (GoL) through the Liberia Water and Sewer Corporation (LWSC), Ministry of Lands, Mines and Energy (MLME), Ministry of Public Works (MoPW) and other ministries, agencies, and county and local authorities.

Tetra Tech and subcontractors implemented Year 4 of LMWP under USAID Contract No. EDH-I-00-08-00027 - Task Order # AID-669-TO-11-00002.

This Year 4 Annual Report (and 4th Quarterly Report) summarizes the activities and tasks completed during the 12-month project period from October 1, 2014 through September 30, 2015.

2.0 EXECUTIVE SUMMARY OF YEAR 4 ACCOMPLISHMENTS

2.1 HIGHLIGHTS OF KEY ACCOMPLISHMENTS DURING YEAR 4

2.1.1 TECHNICAL ACCOMPLISHMENTS

Task 4: Capital Works

Robertsport Pipeline Extension

- Provided **construction management and contract administration services on the SUWASA-funded Robertsport Pipeline Extension Project**. The Contractor was issued Substantial Completion in January 2015 and the system was officially **commissioned in March 2014**. The contractor was issued a Certificate of Final Acceptance and final retention payment in June 2015.
- **The completed project has been providing treated drinking water to more than half of Robertsport's population for more than six months.**
- To update the community on progress and next steps before and during construction, LMWP supported LWSC to conduct a **town-hall meeting regarding the proposed rate increase** and the project itself, outreach events were held with community groups, the project appeared on a **local radio** program, and regular **construction newsletters** were distributed to the Robertsport community. After construction and during initial operations, LMWP conducted a series of **focus group discussions and a city-wide household survey** to evaluate stakeholder awareness of the project and the project's impact, identify opportunities for service improvement, and re-assess local willingness and ability to pay.
- Submitted **Monthly Construction Progress Reports** throughout the year.
- Completed **minor improvements at the Robertsport water facilities** including minor source protection at the Fasa Creek intake and installation and testing of an inline chlorinator.
- Completed **as-built drawings** for the project, including an **extension to the pipeline that was independently installed by LWSC to reach additional customers**.

Capital Improvement Project (CIP)

- Provided ongoing **support to LWSC and local authorities to document and resolve land-rights issues for the CIP**. This work included property survey work in Robertsport at the LWSC Water Treatment Plant (WTP), meeting with Local Steering Committees (LSCs) and property owners to obtain information on land ownership where proposed CIP kiosks will be constructed, arranging meetings with LSCs and property owners, **facilitation of obtaining written permission and/or certification of sales from land owners as required, and finalizing the land acquisition process with the receipt of the land attestations which have been received for all public kiosks to be located on private land**.

- Conducted **field coordination and validation of engineering designs in each of the three cities with LWSC and other relevant stakeholders**. This work included review and minor adjustments to kiosk locations and other design features as required given current field conditions and land ownership issues. LMWP's subcontractor for surveying services, GMAPS, completed the **stakeout, cornerstone installation and property boundary surveys for all of the CIP kiosks** in the three cities. LMWP continued **coordination of water main railroad crossings** in Sanniquellie with Arcelor Mittal (railway owner) and with CSE who is constructing the road from Ganta to Yekepa to **ensure sleeves are installed prior to roadway improvements** in Voinjama to minimize disturbances during construction. Met with Sanniquellie Community College President to **review pipeline alignment through the College** property and a possible internship program during the construction phase.
- Provided detailed responses to USAID engineer's multiple rounds of additional comments and **revised and resubmitted the Capital Improvement Project (CIP) tender package (including plans, specifications, basis of design report, and draft request for proposals)**.
- Submitted memorandum in **response to USAID questions about CIP costs, bid options and cost overrun risk mitigation strategy**. Submitted **memorandum summarizing cost comparison and analysis of LMWP infrastructure and the African Development Bank (AfDB) Urban Water Supply and Sanitation Program (UWSSP) project's** infrastructure, including rationale for discrepancies. Provided detailed **written response to LWSC Chairman of the Board's questions** submitted directly to LMWP. Conducted a **special session of the Engineering Working Group (EWG) to review last-minute concerns by LWSC on the CIP designs**.
- **Re-drafted the Capital Improvement Project (CIP) Request for Task Order Proposal (RFTOP) per the selected contract mechanism (East Africa Regional Construction IDIQ) format** as directed by USAID and supported USAID during the bid package finalization and issuance in May, 2015.
- **Prepared and led CIP RFTOP pre-bid meetings and site visits** to the three cities with USAID and the IQC holders in June, 2015. Prepared and submitted responses to the CIP RFTOP questions from potential bidders to USAID.
- **Prepared and updated CIP construction phase management documents** in preparation for duties as Quality Assurance Contractor (QAC) during construction including submittal review process and overall role during the construction phase.
- Continued **field office preparations** and physical improvements in Sanniquellie while identifying office space options in Voinjama and Robertsport and negotiating with landlords in anticipation of CIP award. Drafted TORs for the hiring of **Resident Engineers and Site Engineers** and conducted recruitment.
- Provided continued **local engineering staff mentoring, trainings and career development**.

Environmental

- The Liberia Environmental Protection Agency (EPA) granted the LMWP request to **subsume Environmental Permit EPA/EC/PB/002-813 for the Pipeline Extension works in Robertsport under the broader, more comprehensive installation of water supply infrastructure Permit EPA/EC/PB-ESIA/0021-314**.
- Submitted **Environmental Monitoring Report to Liberia EPA**.

Task 5: Transitional Management of Water Supply Improvements

- Supported USAID in the development, finalization and signature of a **Memorandum of Understanding (MOU) between USAID and the Government of Liberia** regarding the development and sustainability of infrastructure under LMWP. The MOU was signed in August 2015 between the Minister of Finance and the USAID Mission Director.
- Supported LWSC and the Ministry of Finance (MoF) to develop, finalize and sign the **Performance Contract between GoL (represented by MoF) and LWSC**. The PC was signed in August 2015 between LWSC Deputy Managing Director for Administration and the Minister of Finance.
- With support from LMWP, LWSC updated and revised its Chart of Accounts and supported LWSC in finalizing a **Cost-of-Service analysis and modeling for Monrovia** based on the templates developed for the Outstations. The **revised Chart of Accounts was uploaded in the Peachtree Accounting Software**. LMWP continued to provide support to LWSC with regards to separation Monrovia as a separate cost center including to establish a unit cost of production for Monrovia and assessment of existing accounting software requirements.
- Supported LWSC in the planning and hosting of **Transition Working Groups (TWG) 10 and 11 to develop and sign the Charter between LWSC and the LSCs**. It is envisioned that the Charter will govern the relationship between LWSC and the LSCs as we move into the construction and operations phases of the project.
- LWSC, LMWP and the Robertsport Local Steering Committee jointly facilitated the **Monthly Sustainability Monitoring exercise** throughout this fiscal year.
- Provided continued **direct technical assistance to LWSC in the interim operation, maintenance, and management of the Robertsport Water facility**; as well as periodic technical support to the Kakata Outstation.
- Conducted **daily residual and total chlorine analysis** at the Robertsport Water Treatment Plant and various kiosks along with more in-depth analysis in Robertsport, Sanniquellie and Voinjama in fulfillment of the requirements of the LMWP's USAID/Liberia EPA-approved Environmental Mitigation and Monitoring Plan (EMMP).
- In order to move closer to full O&M cost recovery, LWSC proposed an **adjusted “cash and carry” water tariff rate** for Robertsport of 20 LD per 6 gallon jerrican. This increase, which represented a **four-fold increase** from the previous rate of 5 LD per jerrican, was presented by LWSC during a ‘town hall’ meeting held in November 19, 2014 and other public fora in Robertsport, with LMWP support. The new rate was implemented on 5th March 2015 and all water has been sold in Robertsport at the new rate since that date with **no discernable impact on sales (in fact, sales have increased year over year)**.
- Conducted the recruitment for a seconded **M&E Specialist** with LWSC. The candidate is to be contracted next year to provide support in setting up an M&E system for LWSC.
- Completed the recruitment and hiring of the **Behavior Change, Communication and Outreach Specialist**, Amos Sendolo during the second quarter of this year and worked with LWSC to develop the draft behavior change, Communication / Outreach and Social Marketing Strategy to be piloted in Robertsport.
- Updated **Robertsport O&M Manual to include** the Pipeline Extension.

- Continued **operational and management support for Robertsport and Kakata Outstations** related to the business planning and implementation.
- Completion of the first and second **Operator Bi-Annual Audits** for May – September 2014 and October 2014 – April 2015. The second one will be finalized by end of October 2015.
- LMWP in collaboration with LWSC facilitated the development and finalization of IDAMC for the Robertsport and Kakata Water Systems. The IDAMC, now referred to as **Outstation Management Contract (OMC)**, is expected to be signed next year as a simulated contract between LWSC and Richards Engineering; providing a three months pilot from which to gather lessons learnt and best practices for future OMCs in other cities.
- LMWP also conducted **procurement for two (2) 20 KVA diesel-fired generators to support Kakata system operations**. The generators were installed in February 2015, and are currently fully operational.
- Provided ongoing outreach, logistics, and communications **support to Local Steering Committee (LSC)** members in Voinjama, Sanniquellie, and Robertsport including phones and recharge, office space, supplies and work planning support.
- LMWP in collaboration with the Liberia Hydrological Services (Ministry of Lands, Mines and Energy) and the Liberia Water and Sewer Corporation (LWSC) **finalized the LHS/LWSC Stream Gauging Memorandum of Understanding (MOU)**. This intra-governmental MOU was signed between LWSC and LHS/MLME in January, 2015 to **monitor stream flow for the Project Cities, Robertsport, Sanniquellie and Voinjama water sources**. In support of the MOU, LMWP subsequently **procured basic stream gauging equipment to support LWSC and LHS**.
- Conducted **Focus Group Discussions** and conducted another **household survey** in Robertsport (May and August, 2015, respectively) to gauge the impact of the newly opened kiosks, gather feedback on current operations and suggestions for improvement, and measure the performance of the LMWP with regards to the project indicators.

Task 6: Capacity Building

- While many training sessions were suspended during the first half of the year due to the Ebola outbreak which limited in-country travel and group meetings, LMWP was able to make significant progress on implementing its **Capacity Building Plan**. This included the successful conduct of **eleven (11) individual training modules for over 170 participants** on topics varying from Asset Management to Cost of Service, including LWSC's Head Office and Outstation staff and LSC members. Additional planned trainings later in the year were postponed due to LWSC's restructuring and reform exercise.
- Continued **coordination between LWSC and the African Development Bank (AfDB) Urban Water Supply and Sanitation Program (UWSSP)** on harmonization of selected institutional frameworks with a replication of the framework in Kakata.
- LMWP, in collaboration with USAID's Sustainable Water and Sanitation in Africa (SUWASA) program, facilitated the participation of Reuben Saucer/LWSC's MD Office Manager at the **SUWASA Knowledge Forum on "Path to Financial Sustainability for Urban Water and Sanitation Sector in Africa"** held in Kampala, Uganda

- Facilitated LWSC to advertise for, shortlist, and interview candidates for the other **proposed embedded positions including Monitoring and Evaluation Specialist and a Behavior Change/Social Marketing Specialist**. LMWP finalized the hiring of the Behavior Change/Social Marketing Specialist and continued the recruitment process for a Monitoring and Evaluation (M&E) Specialist for LWSC. The finalization and hiring of the M&E Specialist is expected to be completed next quarter.
- Continued **institutional capacity support including day-to-day support of LWSC headquarters, Outstations and LSCs with regard to planning, implementation, operation, maintenance, and management** of water systems. LMWP's **Water Utility Operations and Institutional Strengthening Specialist** remains "embedded" within LWSC to provide continuous support.
- **LMWP Staff capacity strengthening training** included "hands-on" office and field-based training. Training examples included household and water survey and ePORT reporting, and monitoring and evaluation.
- **Regular 'hands-on' training and mentoring of LWSC** in operations, maintenance, planning, and management through LMWP's presence in Robertsport and frequent interactions with LWSC.

Task 7 - Coordination with Other USAID (and other donor) Programs

- Coordinated with the **West Africa Power Pool** regarding potential future electric grid connections.
- Coordinated with the **World Bank-funded West Africa Regional Fisheries Project (WARFP)** site project in Robertsport with regard to design considerations to accommodate a piped water connection.
- Continued coordination and cooperation with the **African Development Bank (AfDB) Urban Water Supply and Sanitation Program (UWSSP)** on capacity building, institutional arrangements, and construction management. Established new regular forum for information sharing between LMWP, UWSSP, and LWSC.
- Coordinated with **USAID/Liberia Water, Sanitation, and Hygiene Project (IWASH)** to maintain presence in Sanniquellie and Voinjama in a shared office space with iWASH while preparing to transition into LMWP specific office space. Continued regular attendance at **National Water, Sanitation and Hygiene Promotion Committee (NWSHPC)** and **USAID donor coordination meetings**; Provided detailed comments and feedback on **Liberia WASH Sector Performance Report**; participated in **validation workshop of the Draft Drinking Water Quality Standards in Buchanan**; facilitated the annual **WASH Sector Joint Sector Review** including provision of funding for logistics, and served as active participant; and participated in regular meetings of the **WASH Ebola Task Force**.
- Coordinated with **USAID/Liberia Water, Sanitation, and Hygiene (IWASH) Project** on shared office space in Sanniquellie and Voinjama.
- Coordination with **SUWASA** regarding **GoL and LMWP participation in a regional knowledge sharing forum** in Kampala, Uganda.
- Worked closely with the **USAID Learning, Evaluation and Analysis Project-II (LEAP-II)** on the Mid-Term Evaluation of LMWP.

Task 8 – Planning and Reporting

- Developed and implemented **mitigation measures during the Ebola crisis to ensure the program's objectives are able to advance, while protecting health and safety of staff**. These have included

increased training for all staff on Ebola prevention, addition of health screening measures at project offices, updating health and safety manuals and procedures, contracting with a private medical services to ensure staff have safe access to Ebola and non-Ebola medical issues, monitoring of local and international news and reports from our security firm (ISOS), increased transport allowance to enable staff to avoid public transit, and increased discretion with regard to in-country travel and group events. All USN, TCN, and local staff have remained with the project throughout the outbreak.

- Submitted **revised Evacuation Contingency Plan and Ebola Situation Response** per USAID request.
- Submitted **Year 3 Annual Report**.
- **Weekly Progress Reports / USAID Meeting Minutes**.
- **Monthly Construction Progress Reports**
- **Revised and re-submitted Year 4 Work Plan** after vetting with LWSC and incorporating comments from USAID.
- Attended ‘Trilateral’ USAID/LMWP/LWSC meetings and prepared minutes.
- Received final approval on **USAID Snapshot** entitled “Ebola Not Stopping Efforts to Advance Safe Water Access in Robertsport”.
- **Presentation by COP on LMWP for the USAID Health Team** per USAID invitation.
- **Presentation by COP on LMWP during USAID’s Annual Infrastructure Workshop in Washington, DC** per USAID invitation.
- **Presentation by Home Office Staff (David Favazza and Travis Watters) at Harvard University** conference “2035: A Guide to Living on a Changed Planet” entitled ‘*Designing Solutions in an Imperfect World: Drinking Water in Liberia*’
- Submission of **Household Survey Report** including analysis and revised indicator calculations based on survey conducted in all target cities in 2014.
- Conducted successful a **joint LMWP and LWSC Year 4 Work Planning Workshop**.
- Submitted **Option Year 1 Work Plan** after vetting with LWSC.
- Revised and received USAID approval **for revised Performance Monitoring Plan (PMP)** incorporating USAID’s comments.
- Supported USAID in the conduct of the project’s **Mid Term Evaluation**.

3.0 UPDATES ON Q4 PLANNED ACTIVITIES AND STATUS OF CONTRACTED TASKS

3.1 QUARTER 4 PLANNED ACTIVITIES UPDATES

Table 3.1 presents the activities that were planned for project Year 4 Quarter 4 and their current status.

TABLE 3.1. LMWP QUARTER 4 ACTIVITIES SUMMARY

ACTIVITY	TIMELINE	STATUS
Task 4: Capital Works		
Water Quality Monitoring • Conduct quarterly water quality tests in all three target cities	July - Sept	Conducted for RobertSPORT; Pending for Sanniquellie and Voinjama pending hiring of Specialist to replace departed Water Quality Specialist
Additional survey for land issues (CIP kiosk locations) • Pending land acquisition Execution of property surveys	July - Sept	Property surveys completed. Awaiting preparation of land deeds. Next step is finalized and probate deeds.
Field offices established and hiring • Office renovation, furnishing in Sanniquellie and Voinjama • Staffing completed for support staff in Sanniquellie and Voinjama • Procurement of vehicles for CIP	July - Sept	Pending signature of the field office leases, on hold awaiting CIP.
CIP staff recruitment • Hire LMWP engineering staff and LWSC seconded staff Hire TCN / expat Resident Engineer for each city to lead the on-site construction oversight role	July - Sept	Ongoing. To be finalized contingent on CIP implementation
CIP - Support USAID in Tendering and Startup • Support finalization of tendering process as required. Support construction startup activities if awarded	July - Sept	Ongoing. Awaiting TEC recommendation by USAID
Environmental Monitoring and Management • Conduct monthly assessment of environmental compliance issues as relates to the EMMP	July - Sept	Ongoing during construction
Water Quality Monitoring Conduct quarterly water quality tests in all three target cities	July - Sept	Ongoing
Additional survey for land issues (CIP kiosk locations) • Pending land acquisition • Execution of property surveys	July - Sept	Property surveys completed. Awaiting preparation of land deeds and probation.
Field offices established and hiring completed • Office renovation, furnishing in Sanniquellie and Voinjama • Staffing completed for support staff in Sanniquellie and Voinjama Procurement of vehicles for CIP	July - Sept	Ongoing. Pending signature of the field office lease based on date of CIP contract award

ACTIVITY	TIMELINE	STATUS
Task 5: Transitional Management		
USAID -GoL Implementation Letter (MOU)	July–Sept	MOU finalized and signed August 25, 2015
LWSC-GoL(MoF) Performance Contract	July–Sept	Finalized and signed August 25, 2015
Outstation Management Contract (OMC) <ul style="list-style-type: none"> Sensitization/pilot in Robertsport and Kakata Implement Simulated OMC contract between LWSC and Richards engineering for Robertsport Begin Draft OMCs for Sanniquellie and Voinjama 	July - Sept	Ongoing, Sensitization in awaiting LWSC availability following restructuring exercise
Local Business Plans for Robertsport and Kakata	July - Sept	Complete for period 2015-2016
Complete Mini-system operational procedures/manual for systems in Sanniquellie and Voinjama	July - Sept	Draft complete for systems in Sanniquellie and Voinjama. To be finalized next year
Complete Mini-system financial procedures/manual for systems in Sanniquellie and Voinjama	July - Sept	Draft complete for systems in Sanniquellie and Voinjama. To be finalized next year
Support Kakata in development of financial procedures guidelines once O&M Manual available	July - Sept	Ongoing – Working with Kakata OIC and LWSC. Requires inputs from UWSSP
Policy regarding Individual Connections: support LWSC in identifying and developing policy for accommodating customers who are willing and able to install a metered piped house connection	July - Sept	Ongoing. Review of existing policies and recommendations provided by LMWP / STTA
Monthly Sustainability Monitoring (Monitoring and Evaluation) and Feedback meeting with LWSC and LSCs Robertsport	July - Sept	Ongoing
Quarterly Sustainability Monitoring Report - Conduct regular monthly monitoring per established protocol / template	July - Sept	Ongoing
Safe Water Marketing and Communications Strategy and Plans of Action <ul style="list-style-type: none"> Work with LWSC to develop an updated joint LWSC/LMWP safe water marketing and communication and outreach strategy for LMWP target Outstations and plans of action matrix Implementation of a joint LMWP/LWSC/LSC CAO(BCC) and Social Marketing Strategy, Plans of Action and Monitoring 	July - Sept	Ongoing. Strategy and action matrix completed – Implementation depends on LWSC availability
LWSC's Internal M&E Unit Development <ul style="list-style-type: none"> Recruitment and hiring of LWSC seconded M&E Specialist; Support LWSC's development of Internal M&E Unit, and procedures regarding Outstation performance and operations 	July–Sept	Interview for M&E Specialist finalized and awaiting LWSC approval
Household Survey in Robertsport	July–Sept	Field work completed. Analysis and reporting are underway.
Task 6: Capacity Building		
Conduct Quality Service Improvement Program/Service Audit Conduct workshop using STTA(Management and Board)	July–Sept	Finalized dates with LWSC – to be held December 7-11, 2015
Potential off-site courses for LWSC senior management and board (possibly IP3)Explore further with LWSC and USAID	July–Sept	Ongoing
Explore Water Operators Partnership (WOP): Develop draft plan for water operations partnership (WOP) twinning relationship with regional utility (e.g., NWSC for technical support and capacity building)	July–Sept	Pending, delayed due to finalization of arrangement, and in-availability of facilitator
Construction Management: Training of LMWP seconded field engineers to LWSC in construction management (dependent on hiring schedule	July–Sept	Pending recruitment/employment of Robertsport, Voinjama and Sanniquellie engineers

ACTIVITY	TIMELINE	STATUS
Communication/Outreach(BCC) Awareness and Social Marketing – Safe Water; Gender mainstreaming Training (LWSC, LSC)- Robertsport	July–Sept	Completed
Asset management software training for small systems	July–Sept	Completed
Robertsport Pipeline Extension: Kiosk O&M1 (Robertsport and Kakata) (LWSC)	July–Sept	Pending, delayed due to LWSC restructuring
Small Water Utility Management and Best Practices Training	July–Sept	Completed
Outstation Budgeting, Accounting, and Financial Management Training	July–Sept	Completed
Customers Care Training (communication, community relations, marketing , quality of services(LWSC, LSC)	July–Sept	Pending availability of trainer; and delayed due to LWSC restructuring exercise
Work with LWSC to develop an updated joint LWSC/LMWP communication and outreach strategy for LMWP target Outstations	July–Sept	Ongoing. Initial draft Communication and Outreach (BCC) and Social Marketing Specialist completed and circulated for feedback
Support ongoing AfDB and World Bank Water and Sanitation Program (WSP) efforts to establish a computerized billing system for LWSC, with focus on Outstations	July–Sept	Ongoing – Template provided to LWSC for testing
OMC(formerly IDAMC) Implementation – Training –Part II 2 (monitoring, reporting, performance evaluation) for Outstation staff, LWSC M&E unit, and LSCs in Robertsport and Kakata	July–Sept	Pending, Contingent on a Signed OMC; delayed due to LWSC's restructuring exercise; General overview completed
Continued internal staff training related to engineering, construction, reporting, and other topics	July–Sept	Ongoing
Training in M&E and ePORT systems	July–Sept	Pending, Contingent on a Signed OMC; delayed due to LWSC's restructuring exercise; General overview completed
Outstation Water Quality Management: Basic analysis and quality control (Robertsport and Kakata) (LWSC) Refresher	July - Sept.	Pending availability of Water Quality Specialist
Health, Safety and Environment in water facilities (LWSC, LSCs)- Refresher	July - Sept	Completed
Recruitment (LWSC/LMWP); Staffing		
<i>LMWP</i>		
Director of Finance & Administration(TCN)	July - Sept	Completed
Resident Engineers(TCN x3), and Staff Engineers(x2)	July - Sept	Ongoing; TOR advertised and application reviewed
Field Office Staff: Liaisons, admin assts., drivers;	July–Sept	Ongoing; Sanniquellie and Voinjama pending
<i>LMWP/LWSC Secondment</i>		
Support LWSC to hire three (3) field construction site engineers for Robertsport, Sanniquellie and Voinjama	July–Sept	Ongoing, TOR drafted and circulate for LWSC review
Support LWSC to hire an Monitoring & Evaluation (M&E) Specialist to support OMC management, and monitoring of Outstations	July–Sept	Ongoing; TOR finalized and advertised for applicants.
Task 7: Coordination With Other Projects		
Continue coordination with AfDB regarding capacity building and institutional framework	July–Sept	Ongoing
Continue coordination with the National Water, Sanitation & Hygiene Promotion Committee (NWSHPC)	July - Sept	Ongoing
Task 8: Planning and Reporting		
Quarterly Financial Reporting		Complete
Annual Progress Report and Procurement Plan update		Complete
Performance Monitoring Plan (PMP):		
• Submit Revised PMP		Completed
• Approval by USAID		Pending

ACTIVITY	TIMELINE	STATUS
<ul style="list-style-type: none"> LMWP data entry into Performance Indicator Data System (PIDs) with L-MEP 		Ongoing, will be completed at the end of October 2015
Final household survey report submission to USAID		Complete
Monthly Sustainability / Evaluation and Feedback Reports		Ongoing

3.2. STATUS OF CONTRACTED TASKS

Following is the list and status of each of the eight Tetra Tech contracted tasks.

TABLE 3.2. STATUS OF CONTRACTED TASKS

No.	TASK	STATUS
1	Situational Analysis	Completed
2	Plans for Staged Water Supply and Sanitation Infrastructure Improvements	Completed
3	Institutional Framework for Water Provision	Completed
4	Capital Works	Ongoing
5	Transitional Management of Water Supply Improvements	Ongoing
6	Capacity Building	Ongoing
7	Coordination with Other USAID Programs	Ongoing
8	Planning and Reporting	Ongoing

4.0 UPDATED STATUS OF CONTRACT DELIVERABLES¹

¹ Deliverables dates reflect those included in Contract Modification 003 (January 2015)

STATUS OF LMWP YEAR 4 (FY2015) DELIVERABLES			
No.	Deliverable	Contract Due Date	Date Submitted / Notes
Task 1: Situational Analysis (Completed Year 1)			
Task 2: Plans for Staged Water Supply and Sanitation Infrastructure Improvements (Completed Year 2)			
Task 3: Institutional Framework for Water Provision (Completed Year 3)			
Task 4: Capital Works (Subtasks not listed completed in prior years)			
4	Field Construction Reports	January 30-2014 – June 30, 2015	<p>FY2015 construction reports for Robertsport Pipeline Extension and ongoing work were submitted on:</p> <ul style="list-style-type: none"> • 11/05/2014 (Oct 2014 Report) • 12/08/2015 (Nov 2014 Report) • 01/21/2014 (Dec 2014 Report) • 02/05/2015 (Jan 2015 Report) • 03/09/2015 (Feb 2015 Report) • 04/08/2015 (Mar 2015 Report) • 05/12/2015 (April 2015 Report) • 06/16/2015 (May 2015 Report) <p>(Note: contract deliverables dates for CIP require revision in accordance with CIP award.)</p>
5	Final Acceptance ²	December 30, 2015 (Robertsport Pipeline Extension); All other construction upon USAID acceptance	Final Acceptance for the Robertsport Pipeline Extension was issued on 6/18/2015; CIP award currently still pending.
Task 5: Transitional Management of Water Supply Improvements (Subtasks not listed completed in prior years)			
1	Local Management Entity (LME) Business Plans (includes specific capacity building/training)	Voinjama & Sanniquellie (short-term): at least two months prior to completion of mini-systems. Robertsport, Voinjama & Sanniquellie (medium-term CIP) at least eight months prior to completion of CIP	To be completed per contract schedule pending CIP award. (Note 'short-term' refers to mini-systems, 'medium-term' refers to CIP.)
3	Reports from monthly Feedback/Evaluation Meetings Monthly	To be submitted with Sustainability monitoring Report as single report. Robertsport: Monthly, starting June 30, 2014; Voinjama & Sanniquellie: Monthly, from start of operations (short-term and/or CIP)	<p>Sustainability Monitoring / Feedback and Evaluation Reports submitted on:</p> <ul style="list-style-type: none"> • 12/15/2014 (Oct 2014 Report) • 03/05/2015 (Nov 2014 Report) • 03/17/2014 (Dec 2014 Report) • 03/09/2015 (Jan 2015 Report) • 04/24/2015 (Feb 2015 Report) • 05/13/2015 (Mar 2015 Report) • 06/08/2015 (April 2015 Report) • 06/26/2015 (May 2015 Report) • 07/28/2015 (June 2015 Report) • 09/02/2015 (July 2015 Report) • 09/28/2015 (Aug 2015 Report) • 10/29/2015 (Sept 2015 Report) <p>Note: Delayed submission of Oct 2014-Jan 2015 reports was due to LWSC delayed submission of financial reports; Delayed submission of Feb-April 2015 reports was due to LWSC Peachtree system breakdown. (Note 'short-term' refers to mini-systems, 'medium-term' refers to CIP.)</p>
4	Sustainability Monitoring Reports (includes M&E data and roll up from feedback/evaluation meetings) Monthly	To be submitted with report from monthly feedback/evaluation meetings as single report. Robertsport: Monthly, starting June 30, 2014; Voinjama & Sanniquellie: Monthly, from start of operations (short-term and/or CIP)	

²The rainy season (roughly May through October) may impact the Situational Assessment and construction schedule.

STATUS OF LMWP YEAR 4 (FY2015) DELIVERABLES			
No.	Deliverable	Contract Due Date	Date Submitted / Notes
5	Operator Audit Reports Biannually	Biannually, starting October 31, 2014	Biannual Audit Reports submitted on: <ul style="list-style-type: none">11/4/2014 (Covering April–Sept 2014)5/1/2015 (Covering Oct 2014 – March 2015) Note: Delay for Oct 2014 Audit Report due to delayed Sept 2014 Sustainability Monitoring Report which informs it.
6	Additional Transitional Management activities in Quarterly and Annual Reports	N/A – Transitional Management activities are ongoing per Work Plan	Refer to Section 2 and Section 7 of this report for details of individual capacity building activities.
Task 6: Capacity Building (Subtasks not listed completed in prior years)			
5	Additional Capacity Building activities reporting in Quarterly and Annual Reports	N/A – Capacity Building activities are ongoing per Work Plan and Capacity Building Plan	Refer to Section 2 and Section 7 of this report for details of individual capacity building activities.
Task 7: Coordination with other USAID Programs (Subtasks not listed completed in prior years)			
2	Coordination Meetings	Quarterly (or as needed)	Ongoing as needed - Refer to Section 2 and Section 7 of this report for details of coordination activities.
3	Additional Coordination activities reporting in Quarterly and Annual Reports	N/A – Coordination activities are ongoing per Work Plan and as needed	
Task 8: Planning and Reporting (Subtasks not listed completed in prior years)			
2(b)	Subsequent Annual Work Plans & Procurement Plan	Annually by September 1	Draft 9/19/2014 (after USAID granted extension to allow additional time for LWSC vetting); Resubmitted 12/10/2014 incorporating USAID comments; Option Year 1 Work Plan submitted 9/1/2015
3	Progress Meetings	Weekly (proposed)	Ongoing
4(b)	Quarterly and Annual Progress Reports	Quarterly, 30 Calendar Days after the end of each quarter; Annually, on October 30	Yr. 4, Q1 – 1/31/2015 Yr. 4, Q2 – 5/1/2015 Yr. 4, Q3 – 7/31/2015 Yr. 4, Q4 / Annual – 10/30/2015
5	Quarterly and Annual Financial Reports	15 calendar days before the end of each fiscal quarter; the fourth quarter financial report will serve as the annual report	Yr. 4, Q1 – 12/10/2014 Yr. 4, Q2 – 3/13/2015 Yr. 4, Q3 – 6/16/2015 Yr. 4, Q4 – 9/14/2015
6	Other Special Reports	As needed	Ongoing

5.0 YEAR 4 INDICIATOR RESULTS³

Performance Indicator	Report Freq.	Baseline	Target Year 1	Actual Year 1	Target Year 2	Actual Year 2	Target Year 3	Actual Year 3	Target Year 4	Actual Year 4	Comments
LMWP Key Objective: Locally managed, financially and technically sustained, regular and affordable clean water supply providing access to 90% of the potential customer base											
1. Percent of population using an improved drinking water source	Ann.	R: 434/3175=14% V: 93/4634=21% S: 1864/5421=34%	N/A	N/A	N/A	N/A	R:19% V: N/A S:N/A	R:450/3175=14% (HH Survey) 456/3900=14% (Extrapolated) V:N/A S:N/A	R:2380/4000=60% V:N/A S:N/A	R: 1848/3476=53% (HH Survey) 2120/4000=53% (Extrapolated) V:N/A S:N/A	Results reflect FY 2015 Robertsport Pipeline extension project finalization and household survey conducted in August 2015.
1.1 Percent of the population using an improved drinking water source which provides potable water as a result of U.S. Government funding	Ann.	R: 0% V: 0% S: 0%	N/A	N/A	N/A	N/A	R:457/3515=13% 16/3175 V: 0/4634=0 S:0/5431=0	R:16/3175<1%(HH Survey) 20/3900<1% (Extrapolated) V: N/A S:N/A	R:981/3175=30% V:0/4634=0% S:0/5421=0%	R: 1769/3476=51% (HH Survey) 2040/4000=51% (Extrapolated) V:N/A S:N/A	
2. Percentage of households using an improved drinking water source	Ann.	R: 37/522=7% V: 489/579=84% S: 99/575=87%	N/A	N/A	N/A	N/A	R: 149/522=29% V: 489/579=84% S: 499/575=7%	R:149/522=29%(HH Survey) 185/639=29%(Extrapolated) V:N/A S:N/A	R:308/522=59% V:489/579=84% S:499/575=87%	R: 323/518=62% (HH Survey) 394/597=66% (Extrapolated) V:N/A S:N/A	
3. Number of people receiving improved service quality from existing improved drinking water sources.	Ann.	R: 0% V: 0% S: 0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No mini systems operational in Voinjama and Sanniquellie in FY 15 due to delay in finalization of procurement of the CIP.
4. Percent of operating expenses covered by customer charges without external subsidies (Utility Operating Ratio)	Ann.	0% Mini Yrs 2-4 CIP Yr 4	N/A	N/A	N/A	N/A	R:40% V: N/A S: N/A	R:25% V: N/A S: N/A	R:100% V: 100% S: 100%	R: 57% V:N/A S:N/A	Outstations in Voinjama and Sanniquellie are not yet operational.

³ R:Robertsport; V: Voinjama; S: Sanniquellie

IR 1: Local and national authorities' plans for water supply and sanitation improvements developed											
5. Number of policies, laws, agreements, regulations, or investment agreements (public or private) that promote access to improved water supply and sanitation	Qtly.	0	6	0	6	1	3	3	0	7	Y4 documents include four MOUs (USAID-GOL; Performance Contract; OMT between LWSC and outstation; LWSC –NWSC Twinning) and the three LWSC-TWG Charters
6. Number of outreach activities implemented to solicit input during planning or inform customers on new procedures or services	Qtly.	0	R:10 V: 10 S: 10 M: 0	R:2 V: 5 S: 2 M: 0	R:15 V: 15 S: 15 M: 0	R:1 V: 2 S: 3 M: 0	R:3 V: 3 S: 3 M: 0	R:2 V: 2 S: 3 M: 3	R: 2 V: 2 S: 2 M: 2	R: 35 V: 7 S: 7	Y4 activities include contractors' site visits to the three cities, TWG 10 and 11, the 2015 household survey and focus group discussion, kiosks land surveys in the three cities, the monthly M&E visits to Robertsport, etc.
IR 2: Short- and medium-term water supply infrastructure improvements implemented											
7. Number of people gaining access to an improved drinking water source	Ann.	R:0 V: 0 S: 0	N/A	N/A	N/A	N/A	R:45 V: N/A S: N/A	R:45 V: N/A S: N/A	R:1220 V:4684 S:5047	R: 1,693 V:N/A S:N/A	No mini systems operational in Voinjama and Sanniquellie in FY 15 due to delay in finalization of procurement of the CIP.
8. Number of operational large water systems	Ann.	R:0 V: 0 S: 0	R:0 V: 0 S: 0	R:0 V: 0 S: 0	R:0 V: 0 S: 0	R:0 V: 0 S: 0	R:0 V: 0 S: 0	R: N/A V: N/A S: N/A	R:N/A V: N/A S: N/A	R: N/A V:N/A S:N/A	None due to delay in finalization of procurement of the CIP.
9. Number of operational mini water systems	Ann.	R:0 V: 0 S: 0	R:0 V: 0 S: 0	R:0 V: 0 S: 0	R:1 V: 0 S: 0	R:1 V: 0 S: 0	R:0 V: 2 S: 2	R: N/A V: N/A S: N/A	R: 0 V: 0 S: 0	R: 0 V:N/A S:N/A	No mini systems operational in Voinjama and Sanniquellie in FY 15 due to delay in finalization of procurement of the CIP.
IR 3: National and local capacity is sustainably planned, operated, and maintained re-established water improvements											
10. Number of persons trained (including water utility management, operations, regulation, and oversight)	Qtly.	0	0	0	LWSC M:4 F:2 LMWP M: 0 F:0 LSC M:3 F:1 Total: 8	LWSC M:6 F:2 LMW P M: 0 F:0 LSC M:0 F:0 Total: 8	LWSC M:4 F:2 LMWP M: 3 F:1 LSC M:3 F:2 Total: 15	LWSC M:34 F:6 LMWP M: 17 F:4 LSC M:12 F:7 Total: 80	LWSC M:35 F:7 LMWP M: 20 F:3 LSC M:20 F:10 Total: 95	LWSC M:18 F:7 LMWP M: 11 F:6 LSC M:2 F:2 Total:46	Number reflects total number of persons trained, not counting one person more than once. Training topics included Asset Management, Small utility Management, outstation budgeting, Best Management Practices, Behavior change and communication, Outstation budgeting etc.
11. Number of monthly monitoring reports submitted by LSCs	Qtly.	R: 0 V: 0 S: 0	R:0 V: 0 S: 0	R:0 V: 0 S: 0	R:0 V: 0 S: 0	R:0 V: 2 S: 3	R:12 V: 6 S: 6	R:4 V: 3 S: 5	R:12 V: 12 S: 12	R:11 V:N/A S:N/A	

12. Number of procedural manuals developed	Qtly.	0	0	0	4	3	3	5	1	R: 1 V:N/A S:N/A	LWSC household connection procedural manual
13. Number of Outstations with updated billing system software adopted and used by LWSC	Ann.	0	0	0	0	0	0	N/A	3	R: N/A V:N/A S:N/A	
14. Water Utility Capacity Building Score (based on Water Utility Capacity Building Tool)	Qtly.	0	N/A	N/A	N/A	N/A	TBD	N/A	TBD	R: N/A V:N/A S:N/A	Utility established only in Robertsport.

6.0 CHALLENGES, OPPORTUNITIES, AND RECOMMENDATIONS

6.1 EBOLA EPIDEMIC OUTBREAK

The Ebola virus outbreak impacted LMWP's ability to host group meetings (including training events and workshops) and limited staff and LWSC travel to Voinjama and Sanniquellie. This resulted in delays on follow-up regarding the capacity building and land acquisition and deeding process.

Despite these challenges and concerns, LMWP took proactive mitigating measures during the crisis to allow the project to continue making progress toward our project goals, while minimizing health and safety risks to our staff. These mitigating measures, described in the previous annual report, will continue as needed and additional mitigating measures will be added as required. Despite the declaration of Ebola free Liberia, LMWP continues to monitor the outbreak and health and safety of its staff remain a primary concern. For example, LMWP continues its temperature screening and hand washing policy at the office.

6.2 LAND ACQUISITION

While this process was initially slow and momentarily halted due to the outbreak of Ebola nationwide, land acquisition for the CIP kiosks was remarkably successful as all private land owners gladly agreed to support local development in their respective cities by signing land tenure attestations to that effect.

LMWP continues to coordinate with LWSC and local stakeholders in the respective cities on the land acquisition process for the CIP kiosks. While this process was initially slowed and momentarily halted due to the outbreak of Ebola nationwide, land acquisition for the CIP kiosks was remarkably successful as private land owners agreed to support local development in their respective cities by signing land attestations for use as locations for public kiosks. Land attestation for all of the kiosks have been received.

In Robertsport, due to the moratorium on land sales, we had to seek alternative solutions than sale of the land to LWSC for the kiosk plots to be secured. LWSC signed agreements with the respective landowners of the various kiosk properties. For the WTP land in Robertsport, LWSC worked with the Land Commission and the Ministry of Lands and Mines to seek an exception to the ban on public land surveying and deeding.

Various opportunities including LWSC's active lead and involvement, the crucial role of the LSCs and local authorities and the responsiveness of local residents to the availability of safe drinking water (Robertsport), collectively provided a major boost to the process. The LWSC continues to actively engage the National Land Commission, working with the LSCs, the county land commissioners and county surveyors for the preparation of the land deeds and subsequent probation. The finalization of the land deeds and probation was expected to be completed by October 2015.

6.3 LWSC COMMITMENT, ENGAGEMENT TO REFORM, AND DECENTRALIZATION

LWSC's genuine commitment to the goals of LMWP is critical for achieving the project objectives in a timely manner and for future sustainability of the infrastructure to be constructed. LMWP's efforts

to hire and embed much-needed staff within LWSC as part of its plan to resolve the staffing issues and improve collaboration and communications have been hampered by delays on the part of LWSC in proactively engaging in the recruitment process ranging from reviewing proposed Terms of Reference (TORs), giving consent and leading on interviews. One of the additional challenges encountered over the past year include the reassignment of staff critical to the success of the project. This included a) Oscar Otto, Robertsport Officer in Charge (OIC) who was instrumental in development of the Robertsport business plan, was transferred from Robertsport to the White Plains Water Treatment Plant, and b) Hne Coleman, LMWP Project Manager who was transferred to construction of pipelines in Monrovia, reducing his availability for LMWP duties including planned trips upcountry. For Otto, LMWP spent a lot of time and energy working with him to develop the business plan for Robertsport which is the basis for the OMC.

In Quarter 3, the LWSC engaged in a "restructuring exercise", which elevated Coleman to the position of Director for Engineering and giving added responsibilities which has the propensity to further reduce his availability and engagement with the Project; and, secondly new appointments of new OICs for Robertsport (Aaron Ben) and that for Kakata has further resulted in setbacks in the effective management of the local business plans, and carrying out sustainability monitoring and reporting. This change results in loss of institutional knowledge and these newly appointed OICs will require thorough training for the effective operation and management of the water facilities of Robertsport and Kakata respectively. This requires time.

One of the other challenge is that on March 4, 2015, immediately following the commissioning of the additional kiosks from the Pipeline Extension, LWSC transferred four polytanks that were serving as temporary storage in the previous system to various parts of Robertsport City which are not covered within the Pipeline Extension. The operation of these kiosks poses several concerns for water quality, water metering, issues surrounding unaccounted for water, sales and collection, etc. In addition, the inability of LWSC to continuously deliver water to the polytanks over the past six months (they were eventually abandoned) has been a source of frustration for potential customers. Reliability of supply, consistency, and transparency are all critical to good customer service relations.

LWSC also informed LMWP of its plans to construct system extensions, including a 2" extension with two additional kiosks, and a 2" loop including household connections on the existing system. In the first case, LWSC did not provide plans or sketches of the proposed extension, which LMWP warned could adversely impact the current or proposed future infrastructure. No LMWP funds were utilized for this work and LMWP was not provided the final design, specification or proposed construction methods prior to the work. One of two kiosks constructed by LWSC was non-functional due to under sizing of pipe. LWSC subsequently proposed a 2" loop which would be partially redundant with the planned CIP. Only after repeated prodding did LWSC share its plans for this loop, which LMWP engineers are analyzing and modeling to determine their impact on the existing system. While LWSC's eagerness to expand the system is admirable and welcome, LMWP is concerned that expansions may be done in a haphazard way without concern for impacts to the overall system. LMWP is ready to assist in design reviews and support LWSC with expansions, but cannot do so if LWSC does not provide requisite information.

LMWP had to offer the hiring of Engineers to serve as LWSC construction phase field supervisors, as it was related by LWSC that they did not have the capacity to hire additional staff for the construction phase. LMWP hired an Engineer who was seconded to LWSC to serve in Robertsport to oversee and certify works for LWSC.

While LWSC's reluctance to convene regular bi-monthly TAG meetings significantly hampered coordination and harmonization between LMWP and UWSSP, its leading on the kiosk land acquisition process was highly instrumental in the success of the process. LMWP anticipates that its efforts to recruit, hire, and embed much-needed staff within LWSC as part of our plan to improve collaboration and accountability including the signature of the MOU between USAID and the GoL, and the signing of the Performance Contract between the Ministry of Finance and LWSC. As it stands, even after the signing of the MOU and PC, LWSC still operates with little accountability for

performance, technical or administrative issues. Despite commitments made through MOUs to provide the requisite staff and resources to support the realization of the project objectives, these commitments are taking time to be translated into deeds.

6.4 LIMITED LOCAL CAPACITY – MONITORING AND EVALUATION

Now that the Performance Contract (PC) between LWSC and GoL has been signed, the success of the framework and our ability to reach the project's objectives will hinge greatly on the establishment of a working M&E Unit to monitor LWSC Performance against the targets set in PC. This will require the development of Standard Operating Procedures within LWSC that will allow staff at all levels to record their activities against their expected outputs and outcomes. LMWP is supporting LWSC in identifying and recruiting a Specialist that will assist them in developing the M&E framework and its implementation for the PC.

6.5 OVERALL PROJECT SCHEDULE IMPACT

LMWP risks running out of time given continuing delays in awarding the construction phase of the CIP, with construction possibly continuing beyond the end of the 2 year optional LMWP contract (September 2017).

7.0 DETAILED ACTIVITIES AND STATUS OF IMPLEMENTATION SCHEDULE

The completion status of accomplishments versus Year 4 Work Plan is provided in the following sections by Task. Note that Task 1 (Situational Analysis [SA]) was completed in Project Year 1 and formed the basis for Master Planning and essentially all subsequent work. Task 2 (Plans for Staged Water Supply and Sanitation Infrastructure Improvements) was completed in Year 2. All activities for Task 3 (Institutional Framework for Water Provision) were completed in Year 3 including the signature of the MOUs between LWSC and the Project Cities.

7.1 TASK 4 – CAPITAL WORKS

Activities completed in Year 4 under Task 4 included the construction oversight and quality assurance of the SUWASA-funded Robertsport Pipeline Extension Project and the preparation, development, finalization of the tender documents and bidder's site visit for the Capital Improvement Projects (CIP) including the preparations for the CIP construction phase.

Table 7.4 provides completion status of the Task 4 activities as per the Year 4 Work Plan.

TASK 4 ACCOMPLISHMENTS VS. YEAR 4 WORK PLAN

Task 4: Capital Works	Completion Status
Preliminary Activities & Engineering Investigation	
Land Acquisition	
Land deeds for LWSC Property (WTP and Water Tower) in Voinjama, Sanniquellie and Robertsport completed and probated	Ongoing
Land deeds(CIP Kiosks in Robertsport, Sanniquellie and Voinjama) completed and probated	Ongoing
Engineering Surveyor Services	
Additional survey for land issues (CIP Kiosk stake-out, survey and land deed with LWSC, LSC and local authorities)	100%
LMWP Field Offices	
Maintain and supply Robertsport Site Office (2014 - 2017)	100%
Maintain and supply Voinjama Site Office that was taken over from iWASH (2014 - 2017) (rented to Global Communities during Ebola)	100%
Sanniquellie - shared IWASH office lease transfer to LMWP (July - Dec 2014)	100%
Identify an alternative and renovate office space in Sanniquellie for 2015 to 2017	100%
Furnish supplies, furniture, power, IT, etc. for new Sanniquellie office.	Ongoing
Liaison Officers(Administration Assistant) Mobilization in respective cities (Sanniquellie, Voinjama)	Ongoing
Procure, register and insure vehicles for Sanniquellie and Voinjama (started June 2014)	Ongoing
Hire driver for Sanniquellie and Voinjama	Ongoing
Hire local cleaner for Sanniquellie and Voinjama office	Ongoing

Task 4: Capital Works	Completion Status
Hire Security for Sanniquellie and Voinjama office	100%
Robertsport Pipeline Extension Project	
Environmental Permit	
<i>Permit Issued in FY2014 - continue monitoring and submitting reports to Liberia EPA</i>	100%
Construction Management Activities	
Construction Management Activities (started in Jan 2014)	100%
Monthly Construction Reports (see also CIP construction schedule)	100%
Receive Substantial Completion	100%
Prepare Punch list and Oversee Punch list Activities	100%
Final Acceptance	100%
LMWP 3-City Capital Improvement Project (CIP)	
EMMP / Environmental and Social Impact Assessment / Environmental Permit	
<i>USAID and EPA Permits Issued in FY2014 - Environmental Monitoring of Construction Activities</i>	100%
Quarterly Water Quality Analysis in 3 Cities	100%
Semi-Annual Monitoring Reports to EPA	100%
Quarterly Monitoring Reports to USAID	Pending
Final Design and Tender Package	
<i>USAID/Liberia comments on Revised Draft CIP (pending additional comments)</i>	100%
LMWP incorporates final USAID CIP comments (submitted July 7, 2014)	100%
<i>USAID "acceptance" of Final Designs</i>	100%
<i>USAID prepares and completes Mission Director approval process (2 weeks)</i>	100%
USAID Submit Bid Package for Acquisition and Assistance Review and Approval	100%
<i>USAID Africa Bureau approval process (1 month est.)</i>	100%
<i>USAID Contract Review Board Approval Process (2 weeks, longer if comments generated)</i>	100%
Bidding Process	
<i>USAID Contracting Officer available in Liberia (Estimate September 2014)</i>	100%
<i>Issue Public Tender - USAID</i>	100%
<i>Issue Public Tender - USAID - Bid</i>	100%
Site Visits	100%
<i>Bid Submission Deadline - USAID (45 day bid period)</i>	100%
<i>Evaluate Bids - USAID (2 months)</i>	Ongoing
<i>Prepare Contract Docs - USAID (concurrent activity)</i>	Pending USAID
<i>Negotiations - USAID (1 month)</i>	Pending USAID
<i>Award - USAID</i>	Pending USAID
Construction	
Issue Notice to Proceed	Year 5
Pre-Construction / Kickoff Meeting	Year 5
Contractor's Mobilization Period	Year 5
Supervision of Construction Activities (NTP + 24 months); Duration is pending Contractor's proposal and bid submission.	Year 5 - 6
Monthly Construction Reports (includes Robertsport Pipeline Extension Project and activities supporting CIP construction)	Year 5 - 6
Coordination with LWSC on household connection plan during CIP construction	Year 5 - 6
<i>Receive Substantial Completion (NTP + ~24 Months Project Duration)</i>	Year 6
<i>Final Acceptance of Construction and transition to Operational Oversight Phase</i>	Year 6 - 7
<i>Contractor Plant Operations (substantial completion date + 12 months)</i>	Year 8

Land Acquisition

CIP Kiosks. LMWP supported LWSC in concluding the land acquisition process for the CIP kiosks locations in Sanniquellie and Voinjama. A field visit was organized May 4-17 in the respective cities. LMWP worked with LWSC and the Local Steering Committees (LSCs) to ensure all attestations for private lands were obtained from the respective land owners. On June 22-27, LMWP accompanied LWSC staff to Robertsport to finalize all land attestations in Robertsport. As of the end of June all land attestations were signed by the land owners.

Summary of Land Attestations

City	Total Kiosks	Kiosk on Public Land (Attestations Not Required)	Kiosk on Private Land	Private Land Attestations Completed
Robertsport	8	N/A	8	8
Voinjama	15	4	11	11
Sanniquellie	18	17	1	1
Total	41	21	20	20

CIP and Water Treatment Plant Property Survey - Voinjama and Sanniquellie. The final land deeds and probation for the public land on which the systems will be constructed are still pending with the Government of Liberia. Considering the attestations have been provided, the final land deed process, however, should not hold up construction activities.

CIP and Water Treatment Plant Property Survey – Robertsport. Due to a moratorium on land sales in Grand Cape Mount County, LWSC is required to work through the National Land Commission in Monrovia to finalize the requisite land acquisition/ delimitation process for the public land where the facilities will be constructed. In order to expedite the process, a joint team (LWSC, LMWP and the County Surveyor) identified the properties to be surveyed, documented the details and reported accordingly to the Commission.

Engineering Surveyor Services (CIP kiosk locations)

During the land attestation trips to the three cities in May and June, LMWP mobilized local subcontractor GMAPs to install the CIP kiosk property cornerstones and complete a property limits survey of each property. GMAPs completed the cornerstone installation and surveys efforts in Sanniquellie and Voinjama in May and completed the survey work in Robertsport in June. The CAD files of the property surveys was provided to LMWP in July and the final progress payment was made to GMAPs.

Robertsport Pipeline Extension Project

Construction

The construction contractor, Pump and Tank Maintenance Company & Atlantic Engineering and Construction Company, completed the construction phase of the Robertsport Pipeline Extension at the end of January. A no-cost time extension was granted to Pump and Tank, extending the Project completion date from December 23, 2014 to January 30, 2015. Substantial completion was issued on January 20, 2015. Throughout the construction phase, LMWP provided construction oversight and contract administration ensuring quality assurance and overall management of the work. The final retention payment was paid in June 2015, pending any corrective measures required by the Contractor.

Daily construction reports were submitted by the site engineer in Robertsport using the Electronic Program Observation Reporting and Tracking (ePORT) platform, providing timely, efficient field documentation of daily activities, quality assurance, construction performance, and other project-related activities updates. The 8” flow meter was installed at the WTP in early January, marking the completion of the pipeline installation activities.

Operations and Maintenance (O&M) Manual and As-Built Drawings

LMWP completed the Robertsport O&M manual and submitted the final version to USAID on February 9. Copies were provided to the Robertsport outstation operations staff. The manual is a “living” document and will be revised and updated as the operations phase unfolds.

The as-built drawings were prepared by the LMWP CAD Engineer. As-built drawings are the Contractor’s responsibility, however LMWP will maintain their own set of as-built drawings from which to compare with the Contractor and finalize a final as-built drawing set after the project. The LMWP CAD Engineer provided guidance and direction to the field staff on how to conduct the as-built process.

Robertsport Pipeline Extension Project Commissioning

On 4th March, the Robertsport Pipeline Extension Project was officially commissioned by His Excellency, Joseph Nyumah Boakai, Vice President, Republic of Liberia. Those in attendance included: Kimmie Weeks, Chairman of the LWSC Board of Directors; Charles Allen, Managing Director of LWSC; Senator Varney Sherman, Member of Grand Cape Mount County Legislative Caucus; Deborah Malac, US Ambassador to Liberia; Teffera Wondwossen, USAID water and sanitation advisor; Acting Assistant Minister Theo Addy, Ministry of Finance and Development Planning; Honorable George S. Dunor, Superintendent-Lofa County; Fong G. Zuagele, Superintendent of Nimba County; as well as members from the Local Steering Committee from Voinjama, Sanniquellie and Robertsport. LMWP provided logistical and technical support to the event as well as speakers to provide an overview of the project and its expected impact.

Defect liability and Certificate of Final Acceptance

In May, water loss was identified near kiosk 3 and minor pipe repair was completed by the construction contractor (Pump and Tank Maintenance Company & Atlantic Engineering and Construction Company) along the service line from the 6” main to kiosk 3. This work was conducted under the defect liability period of the contract.

On June 18, the construction contractor was issued a Certificate of Final Acceptance and the final retention payment was processed. LWSC and Robertsport operator staff were consulted to ensure the work installed under the Robertsport Pipeline Extension Project contract continued to function as intended. This completed the contractual requirements of the construction contractor on the Robertsport Pipeline Extension Project and releases the Contractor from defects and liability period.

Robertsport Water Utility Operations

Household Meters. LMWP advertised a solicitation for the furnishing of household meters and materials which would be funded by SUWASA. The first bid phase resulted in no responsive bids due to the short turnaround time given to the bidders. It was later determined by SUWASA that insufficient funds were available so the meter procurement has been canceled. Instead, LMWP will procure only five 1” meters that will be installed at the Robertsport kiosks to address an ongoing condensation issue. Three will be installed and two will be stockpiled for spares.

Fasa Creek Intake Protection. LMWP oversaw provision of materials and labor to conduct repairs at the intake including metal grating over the Fasa Creek intake structure to prevent people from entering the intake. This work was funded via SUWASA. The protection will

minimize debris from falling into the intake structure and people from bathing inside, a concern raised by the LWSC operators in Robertsport.

Kiosk Site Work. Robertsport is located near the ocean and the topography is relatively flat and existing drainage structures are poor or non-existent leading to challenges with natural drainage around the city. During the rainy season, the area adjacent to the kiosks is often flooded. To improve the access to the new kiosks, LMWP is working with LWSC for the latter to acquire and place gravel and laterite surface leading to each of the new kiosks.

LWSC Extension. In mid-May, LWSC extended a 2” service line, connecting to the new SUWASA-funded pipeline adjacent kiosk 4. The extension was made to two new kiosks LWSC constructed in Fanti Town. No LMWP funds were utilized for this work and LMWP was not provided the final design, specification or proposed construction methods prior to the work. LMWP updated the Robertsport water utility as-built drawings to reflect this addition. Details on what was installed were requested in June and obtained by the field staff. Given insufficient pressure at Kiosk #6 due to installation of a 2” service line, LWSC replaced the line with a larger diameter pipe upon the continued advice of LMWP. LMWP has continued to encourage LWSC to consult with LMWP for assistance and engineering review prior to making modifications.

Capital Improvement Project (CIP)

Special EWG Meeting. At the request of LWSC, a meeting of the Engineering Working Group was called on June 12 to review “overdesign” concerns raised by LWSC during meetings with USAID. Following the meeting which included DMD Technical Services it was agreed that all outstanding issues raised by LWSC in the designs were taken into consideration – and there were no “overdesign” issues. During the Special EWG LWSC requested the replacement of the manual air release valves with automatic ones. This issue was submitted to USAID for consideration.

CIP RFTOP finalization and Advertisement.

In January 2015, LMWP was informed that the CIP construction contract would be passed through the East Africa Regional Construction IDIQ. To assist in fast tracking procurement for the CIP construction, the Liberia USAID Mission was able to get approval for a geographic scope expansion to include Liberia.

LMWP drafted portions and assisted in the preparation of the CIP RFTOP following USAID guidance on January 27, 2015 and submitted the first draft on February 4. The RFTOP solicited bids from the two East Africa / Regional Construction IQC holders.

The final RFTOP bid documents were submitted to USAID on February 24, 2015 which included Technical Specifications, Drawings, Bid Schedule, Health, Safety and Environmental Document, Liberia EPA permits and the ESIA approval documents.

LMWP supported USAID in finalizing the CIP RFTOP bid documents and uploaded all bid documents for the potential bidders to access. The RFTOP was uploaded on May 22, 2015 and USAID contacted the bidders directly to inform how to access the bid documents. The potential bidders include AMEC and UIP, the two construction Contractors holding the East Africa Regional Construction IDIQ.

CIP Site Visits. LMWP provide logistical support and conducted a pre-bid meeting and site visits to Robertsport on June 3rd and Sanniquellie and Voinjama on June 5th -9th. LMWP was accompanied by USAID and the two potential CIP RFTOP bidders to Robertsport, however for the visit to Sanniquellie and Voinjama, the bidders sent local subcontractor staff to assess the existing conditions. During the site visits, LMWP and USAID met with local representatives in the three cities to discuss the project status. The bidder’s representatives were introduced to the project cities and shown the existing conditions of where the proposed work will take place.

The site visit in each city started with a walk through of the existing water supply and treatment process at the existing Plants. LMWP explained and described the proposed works starting at the river intake and logically following the flow path of the water through the treatment process. After walking through the treatment plant, the site visit stopped at the upper and lower reservoir (in Robertsport) and the elevated tanks (in Sanniquellie and Voinjama). The site visit also included extensive driving along the proposed distribution network with frequent stops at proposed kiosks locations and to highlight anticipated challenges such as paved roadway, rocks, encroachment in the right-of-way and other existing features that the bidders should be aware of. The bidders were requested to submit questions in writing so a formal response could be provided.

CIP RFTOP Question Response. LMWP was provided the CIP questions on June 17th and provided USAID with proposed responses to the bidder's questions on June 25th. Questions that were intended for USAID were flagged for USAID action.

CIP Construction Phase. LMWP finalized a detailed process and procedures table that specifies the respective roles and responsibilities of LMWP and USAID during the construction phase including submittal review and approval procedures. LMWP will finalize the document with USAID before construction to ensure that all requirements and expectations are understood and agreed upon in order for efficient communications during the construction phase.

LMWP updated the construction standard operating procedures (SOP) manual that will be communication tool for the site engineers. This will provide a consistent standard utilized during the construction phase. The manual defines roles/responsibilities, provides clear guidance and expectations for document control and processes/procedures for project oversight activities.

Engineering Questions from Mid-Term Evaluation

LMWP provided USAID with a memorandum on January 6th in response to COR inquiry on the value of Value Engineering (VE) Study, additional structural analysis of the elevated water tanks and options for packaging the procurement of the CIP to fit within existing (or future) budget scenarios.

LMWP prepared an initial structural assessment approach in December 2014 as a potential response to the Mid-Term Evaluation Report recommendations. LMWP submitted a memo highlighting the structural assessment approach options in January 16, 2015 for USAID direction. For the CIP approach, however, USAID decided to include structural assessment as part of the RFTOP where the Contractor will submit a plan and approach to conduct the structural assessment which LMWP will review and make a recommendation. The above approach was finally removed from the RFTOP scope.

Elevated Storage Tanks Assessment

USAID removed the elevated storage tank assessment from the RFTOP scope.

Environmental Monitoring

Throughout the construction of the pipeline extension, several environmental mitigation measures were adopted as per the approved EIA and EMMP.

TASK 5 ACCOMPLISHMENTS VS. YEAR 4 WORK PLAN

Task 5: Transitional Management of Water Supply Improvements	Completion Status
Support for Sustainable Utility Management	
Host TWG Workshop to review achievements, TOR, Charter, statutory considerations and developments in the sector & plan TWG path	100%
Support LWSC OMT to Update Local Business Plans for Robertsport	100%
Implement Business Plans to achieve established targets - Robertsport	Ongoing
Initiate support program for O&M improvement - Robertsport	Ongoing
Manage finances including subsidy to fill transitional deficits (O&M) - Robertsport	Ongoing – project has not disbursed cash subsidies to Robertsport, only in-kind and materials
Update and Finalize Robertsport Financial Procedures Guidelines for Robertsport pipeline extension	100%
Support LWSC OMT to finalize Local Business Plans for Kakata	100%
Initiate support programs for interim O&M Improvement - Kakata	Ongoing
Implement Business Plans to achieve established targets (Based on Cost Recovery) - Kakata	Ongoing
Support LWSC/AfDB to Develop O&M Manual for Kakata	Pending AfDB inputs
Support Kakata OMT in development and finalization of Financial Procedures Guidelines for Kakata	Pending AfDB inputs
Work with the LWSC to implement Sustainability Monitoring Plan (Financial and Operational) and Framework	Ongoing
LMWP/LWSC/LSC Quarterly Project Meetings	Ongoing
Monthly Sustainability Monitoring/Evaluation and Feedback Meeting (Robertsport)	Ongoing
Monthly Sustainability Monitoring / Evaluation and Feedback Report (Robertsport)	Ongoing
Operator Audit Reports Biannually (<i>Robertsport</i>)	Ongoing
Develop Draft LWSC-GoL Performance Contract / Agreement; and Review with USAID and LWSC	100%
Final LWSC-GoL Performance Contract/Agreement	100%
Final IDAMC (OMC) Template	100%
Develop Draft IDAMC (OMC) - Robertsport and Kakata	100%
IDAMC Sensitization / Pilot in Robertsport and Kakata (Now referred as OMC)	Pending finalization of staff restructuring exercise at LWSC
Signed IDAMC (now referred to as OMC) - Robertsport and Kakata	Pending
Support LWSC's development of Internal M&E Unit, and procedures regarding Outstation performance and operations	Ongoing
LWSC new Robertsport Staff (kiosks operators) in place for Pipeline Extension Project	100%
Asset Management	
Pilot Asset Management Inventory in Robertsport and Kakata	100%
Pilot Asset Management System Software in Robertsport and Kakata	100%
Cost of Service / Cost Recovery Tariff Setting	
Continued support to LWSC on cost of service analysis and tariff development process(including Monrovia Operations)	100%
Support LWSC finalize tariff for Robertsport at Pipe Extension operations level	100%
Develop updated communication and outreach (Behavioral Change Communication) and Social Marketing of Safe Water Strategy and Plans of Action for LMWP target outstations. Initial focus on Robertsport and Kakata.	Completed for Robertsport
Implementation of a joint LMWP/LWSC/LSC CAO (BCC) and Social Marketing Strategy; and Plans of Action; and Monitoring	On going
Support LWSC in developing policy for accommodating customers with direct piped connections (associated tariff, construction requirements, additional staff requirements, cost/implementation mechanisms)	On going
Water Quality Monitoring	
Robertsport Water Quality Testing and Analysis for compliance	100%
Sanniquellie Water Testing and Analysis for compliance	Pending
Voinjama Water Quality Testing and Analysis for compliance	Pending

Mitigation Measures of the Robertsport Pipeline Extension Project

During the construction of the Robertsport Pipeline Extension, these requirements were taken into consideration and monitored. The contractor, Pump and Tank, provided a Health and Safety Plan responding to the primary concerns stated within the Project's approved EMMP.

Consistent with the Liberia EPA's reporting requirements, LMWP submitted a self-monitoring report addressing the specific approved mitigation measures.

Environmental Monitoring activities will resume with the construction phase of the project.

LHS/LWSC Stream Gauging MOU

With support from LMWP, LWSC worked with the Liberia Hydrogeological Services (LHS) Division at the Ministry of Lands, Mines and Energy to facilitate the development and signing of a Memorandum of Understanding with LWSC for joint installation and use of stream gauging/flow monitoring equipment at the Fasa Creek in Robertsport, Bee River in Sanniquellie and Zeliba River in Voinjama. With the support of LMWP, the MOU will allow for the installation of high-end stream gauging equipment near the intake at the LWSC Water Treatment Plants (WTP) in each of the target cities followed by monitoring of stream flow measurements in a time series analysis. LWSC requires a system for obtaining, and utilizing stream flow measurements to support its facilities' operations and maintenance. LWSC and Liberia Hydrological Services (LHS) of the Ministry of Lands Mines and Energy (MLME) thus agreed to work mutually to initially install a standard manual system for stream gauging and subsequently high-tech stream gauging equipment in the three cities. This intra-governmental MOU was finalized and signed on January 30th, 2015 between LHS/MLME, Jefferson W. Wylie—LHS Director and the LWSC, Frankie N. Cassell—DMD-Technical Services and attested to by Assistant Minister Boiyan K. Kpakolo of the Department of Mineral Exploration and Environmental Research, MLME and Charles Allen, Managing Director of LWSC. LMWP subsequently procured stream gauging equipment for installation in the three locations.

7.2 TASK 5 – TRANSITIONAL MANAGEMENT OF WATER SUPPLY IMPROVEMENTS

Under this task, LMWP is to support management of water system improvements and provide technical assistance, capacity building and financial support during the transition to full autonomy of the Local Management Entity (LSC/LWSC).

In addition to continuous technical and other support to the Robertsport Water Treatment plant operations, activities under this task have focused on implementation of Sustainability Monitoring Plan for Robertsport operations and preparation for sustainable utility management. This included the development of business plans for the outstations, finalization of the OMC template and implementation of the monitoring and evaluation framework, procedures and protocols to accompany the adopted institutional framework.

7.2.1 SUSTAINABILITY MONITORING

Transition Working Group (TWG) Meetings and LWSC-LSC Charter

Two (2) Transitional Working Group (TWG) meetings were held during Y4 to develop and finalize the Charter governing relations between LWSC and the LSCs – particularly during the construction and operations phases. The role of the LSC has mutated to a more active role and less advisory on the development of the institutional framework.

The 10th TWG held on 29th April 2015 reviewed the TWG Charter and provided the opportunity for consultation amongst the key stakeholders including the project cities representatives (Superintendent, Development Superintendent, City Mayors and Local Steering Committee Members), the LWSC management, the relevant government ministries and agencies (Ministries of MPW, MH&SW, MLME).

Following the consultations a new draft charter was developed that will govern the relationship between LWSC and the LSCs as we move into the construction and operations phases of the project.

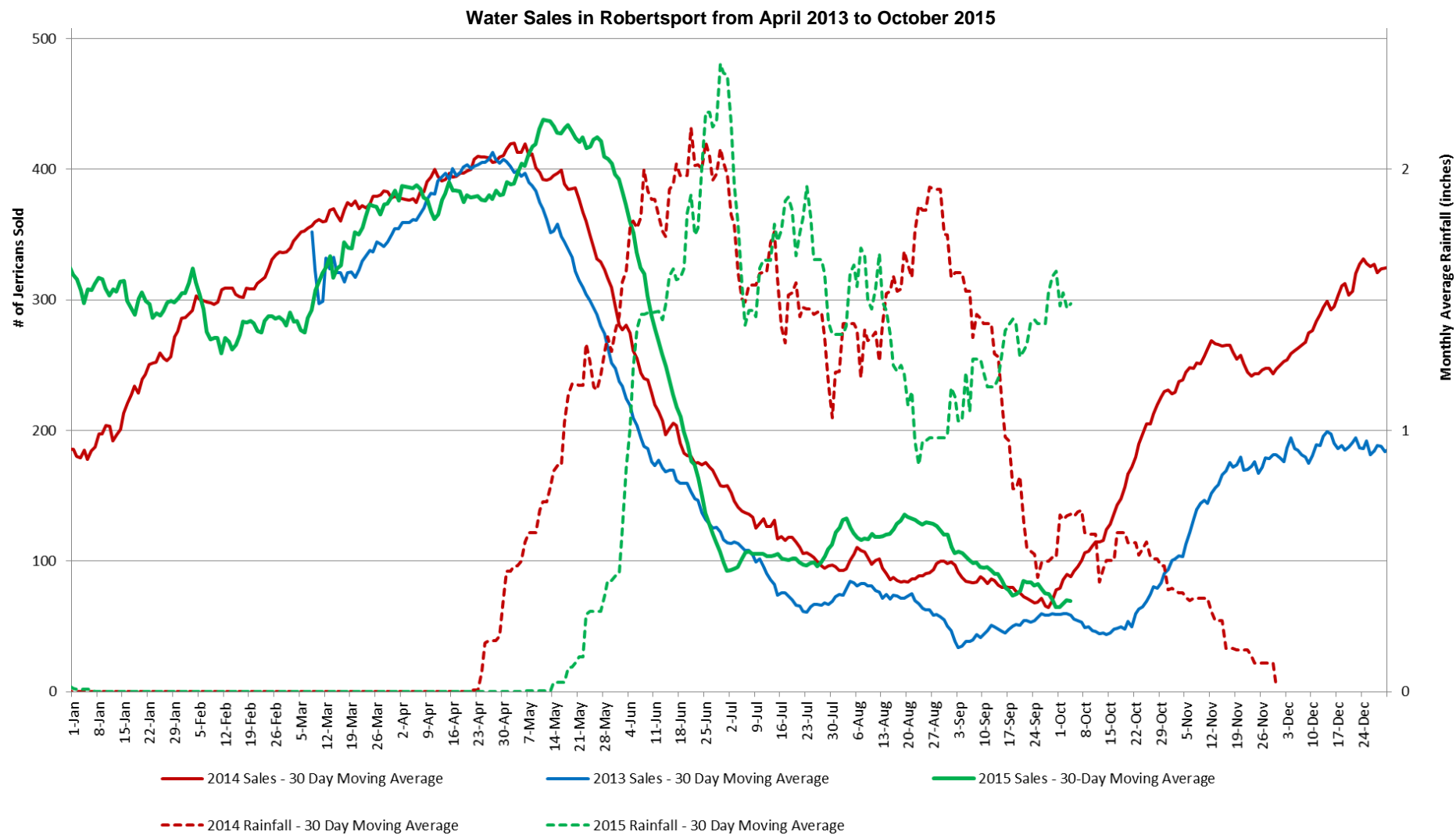
The 11th TWG was held on 3rd July 2015 at the Corina Hotel Conference Hall, Monrovia, Liberia and culminated in the adoption and signing of the LWSC/LSC Charter.

Monthly Monitoring of Robertsport Operations

Monthly Joint Monitoring and Evaluation visits have continued throughout Year 4 in keeping with the Sustainability Monitoring Plan. Summaries of the evaluation and feedback meetings are reflected in monthly Sustainability Monitoring Reports submitted to USAID, LWSC and the LSCs. Additional details and discussion of ongoing operational and management issues are also provided in the monthly Sustainability Monitoring Reports. For now monthly meetings are held between LMWP, LWSC and the Robertsport LSCs to review performance against targets in the business plan.

A brief summary of the volume of water sales in Robertsport from 2013 to 2015 is shown in the figure on the following page and illustrated against level of rainfall throughout the year. It has been observed that water sales tend to decline during the rainy season and increase during the dry season due to reliance on rainwater harvesting. The Robertsport Pipeline extension came online in March 2015 along with a fourfold increase in the tariff, but sales actually increased compared to previous years. Therefore, the Robertsport outstation's sales increased more than fourfold since March 2015. The increase in sales is attributed to the sources being closer to residents' homes among other factors, including an apparent increase in willingness and ability to pay. A more complete analysis of the impact of the extension will be provided in the 2015 Household Survey report to be submitted next fiscal year.

For the kiosks operations, LWSC finalized the hiring of kiosks managers for the newly opened kiosks following the Pipeline Extension. The kiosk operators are hired as independent contractors and not full-time LWSC employees.



In preparation for the sustainable operation of the outstations, LMWP continued to work closely with LWSC and LSCs on development of procedures and systems for the management of the outstations. This included the following:

Updating of Local Business Plans

The Robertsport and Kakata OICs in collaboration with the OMT developed the Business Plan for their respective Outstations with support from LMWP. The first business plans covered the fiscal year from July 2014 to June 2015. Throughout Year 4, the defined business plans targets were used to serve as benchmarks to measure Outstation performance. During the fourth quarter of Year 4, LMWP supported Robertsport and Kakata Outstations in updating their business plans for the fiscal current year (i.e. July 2015 to June 2016 as per the LWSC fiscal calendar).

Finalization of Outstation Management Contract (OMC)

During Year 4, LMWP supported LWSC to complete the development of the OMC for Robertsport and Kakata based on the IDMAC template approved by the key stakeholders in Year 3. The final Management Contracts (OMCs) for Robertsport and Kakata have been accepted by the LWSC Management pending the signing of the document by the LWSC. The final OMC includes the business plans developed by the respective OICs and incorporates LWSC's final comments. Next steps include the official implementation of a pilot simulation between LWSC and private consulting firm Richards Engineering, exposing each party of the contract to their roles and responsibilities and allowing for the accumulation of lessons learned ahead of large scale construction in Robertsport and the other target cities.

Support Establishment of LWSC M&E Unit

LMWP continues to support LWSC in the development of an Internal M&E Unit and procedures regarding Outstation performance and operations. A second round of candidate interviews has been finalized this past quarter and we expect the Specialist on board in the next quarter – pending final approval from LWSC. In addition, short term consultant Andrew Woodcock provided LWSC with additional advisement on harmonization of Key Performance Indicators and establishment of an M&E Unit.

Conduct of Bi-annual Operator Audit Reports

Two Operator bi-annual Audit reports were carried out in Robertsport in Year 4. The first exercise covers a six month period from April 2014 to September 2014 and was carried out in Robertsport in October 2014. The second audit which focused on the six month period from October 2014 to March 2015 was held in April 2015. The Operator bi-annual audit is intended to review and validate the data and information in the monthly operator's reports as part of the sustainability monitoring process. It is currently carried out by the M&E team. The intention is to have this bi-annual audit conducted by an outside organization or agency – including the GoL national audit agency.

LWSC-GOL Performance Contract

LMWP supported the Ministry of Finance and Development Planning (MFDP) in developing a Performance Contract between LWSC and the GoL through the MFDP. The PC establishes key performance indicators and targets for LWSC with specific incentives for the achievement of the targets. The PC was signed August 25, 2015 by the Deputy Director Administration (DMDA), LWSC and the Minister of Finance of Liberia.

GoL- USAID MOU

LMWP has worked with USAID and GoL to finalize a MOU regarding the roles, responsibilities and expectations of the respective parties as the LMWP moves into the construction and operation phases, particularly with regard to sustainability of the infrastructure.

The MOU was signed by the parties in August 25, 2015. John Mark Winfield, USAID Mission Director, and Amara Konneh, Liberia's Minister of Finance, signed on behalf of USAID and the GOL, respectively.

7.2.2 COST OF SERVICE/COST RECOVERY TARIFF SETTING

Continued Support to LWSC on Cost of Service (COS) Tariff Analysis

LMWP continued to work with LWSC to update the utility's Chart of Accounts, a crucial element in the Cost of Service (COS) tariff analysis for the various Outstations. Initial steps were taken to separate the Monrovia Central accounts from the Outstations in order to better analyze the level of support and cost the LWSC/Head office provides to the Outstations. As noted under Task 6, a refresher Cost of Service training was carried out during the third quarter of Year 4 for LWSC staff to develop further technical capacity for take full advantage of the COS studies and model. Several modifications and adjustments for updating the LWSC's Chart of Account were developed by the LWSC Accounts Office and uploaded into the Peachtree accounting software.

LMWP's support to LWSC included continued cross-check and analysis of the monthly outstation expense report as well as assisting the Finance Department of LWSC in tracking and reporting on expenses and revenues for the RobertSPORT system throughout the year.

Tariff Adjustment in RobertSPORT

Based on the findings from the cost of service analysis, in October 2014 LMWP supported LWSC by providing cost-of-service information on the RobertSPORT operations – both current and projected - with the Pipeline Extension. Based on the review, in early March 2015, after a series of meetings held with the Board of Directors, the LWSC Managing Director, Charles Allen, notified LMWP of the Board's approval of the tariff increase from 5 LD per jerrican (which was charged at the WTP) to 20 LD per jerrican (to be charged at the kiosks).

Develop Policy regarding Individual Connections

LMWP continues to support the LWSC in developing a policy for accommodating customers who are willing and able to install metered house connections in RobertSPORT. Modeling after the current connection procedures used in Monrovia, LMWP has so far supported LWSC in developing a draft policy for RobertSPORT and LWSC as a whole regarding individual connections.

Support LWSC in the Development of a Safe Water Marketing and Communications Strategy

During Year 4, LMWP and LWSC jointly concluded the recruitment and hiring of Amos Sendolo, Behavior Change Communication (BCC) and Outreach Specialist who began work On March 5, 2015.

LMWP supported the drafting and airing of a month-long Public Service Announcement (PSA) on pricing and the availability of safe drinking water in RobertSPORT. The aim of the announcement was to promote access to safe drinking water as well as publicize the LWSC adjusted tariff of 20LD per jerrican. The events were published in the Daily Observer and live coverage on local radio station Radio PISO and ELBC (radio and television).

For Voinjama and Sanniquellie, the newly hired BCC and Outreach Specialist made a reconnaissance visit. Discussions were held with LSC members and other relevant stakeholders to explore possible ways of improving communication and outreach and social marketing of safe water in the target cities.

Since coming on board, the Specialist has worked with LWSC and other relevant stakeholders to develop an Action Plan for finalizing the strategy and conducting initial activities in RobertSPORT and the other cities. The strategy and plans of actions were further refined from the findings of the Focus Group Discussions held in RobertSPORT in May 18-22, 2015. Finalization and implementation of the strategy will start next year. The Specialist, in collaboration with LWSC, has developed messages and jingles to be field tested for the implementation of communication and outreach activities in RobertSPORT.

7.2.3 ASSET MANAGEMENT

Implementation of the Pilot Asset Management System Software (USEPA's CUPSS) began in Robertsport with additional hands on activities with the Outstation team. A two-day Asset Management training workshop was held December 10-11, 2014 at Corina Hotel, in Monrovia. The training utilized USEPA's software called Check Up Program for Small Systems (CUPSS). CUPSS is a free, easy-to-use, asset management tool for small drinking water and wastewater utilities. CUPSS provides a simple, comprehensive approach based on EPA's highly successful Simple Tools for Effective Performance (STEP) Guide series. CUPSS enables users to develop a record of your assets; a schedule of required tasks; an understanding of your financial situation; and a tailored asset management plan. A total 20 of participants from LWSC attended the program as well as three (3) members of the Robertsport Local Steering Committee. The asset inventory for both Robertsport and Kakata using CUPSS has been completed.

7.2.4 WATER QUALITY MONITORING

With the pipeline extension now fully operational in Robertsport, several analyses were conducted prior to the commissioning exercise to ensure that water quality was consistent with WHO 4th edition standards for consumption.

Pre and post-intervention water quality tests were conducted at various points along the distribution line. This was followed by a pipeline disinfection process and follow-up water analyses prior to the commissioning of the kiosks. The findings of these analyses are summarized in an environmental monitoring report submitted to EPA.

Basic daily water quality testing is ongoing at the Robertsport water treatment plant with test results consistent with WHO standards. The Robertsport LWSC Officer-In-Charge (OIC) continues to monitor the water quality through daily residual chlorine tests.

7.3 TASK 6 – CAPACITY BUILDING

Ensuring that the requisite technical, regulatory, procurement, and managerial capacity exists to sustainably maintain infrastructure is critical to the success of LMWP and a fundamental strategic pillar for this project. The capacity building component crosscuts activities under all the other tasks. Hence, as reflected in this report, the capacity building component of the project is also "woven" into all the other tasks.

The objective of this mainstreamed approach is to ensure that upon completion of the Project, national, local, institutional and managerial capacity will be developed to maintain, manage and operate water systems to be constructed, supply infrastructure.

Our Capacity Building strategy focuses on four levels:

- **LWSC:** Building the capacity of LWSC Head Office and Outstations to ensure sustainability of water infrastructure improvements;
- **Local Steering Committees:** Building the capacity of LSCs in each of the target cities to effectively perform their monitoring role and responsibility within the new institutional framework;
- **Local LMWP Staff :** Equipping LMWP local staff to effectively deliver on project deliverables, and be in a position to take on leadership roles at LWSC and outstations upon project closeout;
- **Local Contractors:** Building the capacity of local contractors to bid on and successfully carry out municipal water construction and operation of the facilities;

Through discussions with the Capacity Building Task Force (LMWP, AfDB/UWSSP and LWSC), it was decided to join the LWSC and LSCs Capacity Building Plans into one – and wherever possible offer joint training with LWSC and members of the LSCs associated with LMWP and UWSSP.

Following consolidation and finalization of the LWSC/LSC Capacity Building Plan in Year 3, the capacity-building program was officially launched in Gbarnga, Bong County in Year 3. It extended into different sessions and modules conducted in Monrovia, Robertsport and Kakata in Y4. The Ebola virus outbreak limited LMWP's ability to convene groups of people and imposed in-country travel restrictions. As a result, many of the planned training sessions for the past year had to be postponed. As the impact of Ebola declined, LMWP in collaboration with LWSC reinstituted the training program. A total of 11 two and three-day training modules were satisfactorily completed this year. The workshops targeted a cross-section of relevant LWSC staff including the Outstation Management Teams (OMT) for the LMWP target cities and the AfDB supported cities of Kakata, and Monrovia-based staff including senior management, managers, finance/account and commercial personnel, internal auditor, sales and marketing staff, and other key stakeholders, including the local steering committees for the LMWP cities. In all, a total of 176 participants were trained in various topics as listed below.

The sessions were either held at the LMWP head office, and local hotels in the capital of Monrovia, Liberia. Topics covered included the following:

No.	Training Topic	Date
1	ePORT Data Collection Training	October 3, 2014
2	Asset Management	December 10 th & 11 th , 2014
3	Cost of Service (COS) Analysis- refresher	April 23 rd 2015
4	<ul style="list-style-type: none"> Business Plan Review Business plan development - Refresher; Business plan development and adoption (FY16) 	April 24 th 2015
5	Cost of Service workshop for LWSC Senior Management	April 27 th , 2015
6	Small Utility Management	June 29 th 2015
7	Best Management Practices	June 30 th , 2015
8	Behavior Change, Communication/Outreach and Social Marketing	July 1, 2015
9	Environmental Health and Safety(Refresher) - Robertsport	July 2, 2015
10	Outstation Budgeting, Accounting and Financial Management, including session on LWSC Chart of Account, and Peachtree Financial Software	July 2, 2015
11	Monitoring and Evaluation(M&E) for LMWP staff	July 24 th 2015

In addition to the Ebola virus outbreak, there were additional reasons why some of the training programs could not be held. Those related to the OMC were contingent on the signing of both the Performance Contract between LWSC and the GoL and the template pilot OMC between LWSC and the envisioned private operator in Robertsport. For other training related to Quality of Service Improvement Program (QSIP), this was due to the unavailability of the main facilitator. In addition, LWSC began a staffing restructuring exercise and requested that the training program be put on hold until it is finalized. The restructuring exercise saw the appointment of an OIC in Robertsport and the dismissal of the OIC in Kakata and reappointment of a new OIC in Kakata.

The Table below provides the status of the training conducted against the Capacity Building Plan.

A summary of accomplishments versus Year 4 Work Plan for Task 6 is provided in Table 7.6.

TASK 6 ACCOMPLISHMENTS VS. YEAR 4 WORK PLAN

Task 6: Capacity Building	Completion Status
Work with LWSC and AfDB to Review Y3 Capacity Building Plan (Joint Capacity Building Task Force) targeting LWSC and Outstations	100%
Work with LWSC and AfDB to Develop Y4 Capacity Building Plan (Joint Capacity Building Task Force) targeting LWSC and Outstations	100%
Final Y4 Capacity Building Plan Targeting the LWSC, Outstations and LSCs	100%
Implementation of the joint LWSC/LSC Capacity Building Y4 Plan (Joint Capacity Building Task Force)	Ongoing

Task 6: Capacity Building	Completion Status
Explore Water Operators Partnership (WOP) / Twinning Relationship with regional utility (e.g. NWSC) for technical support and capacity building.	MOU signed between LWSC and NWSC Uganda
Cost of Service Training Workshop and technical assistance to LWSC and other external stakeholders	Ongoing
Quality Service Improvement Program/Service Audit Workshop (LWSC senior management, and board members)	Planned for December 7-11, 2015
Potential Off-Site Courses for LWSC Sr. Mgmt and Board (possibly IP3)	Pending final arrangements with LWSC
Robertsport COS - Refresher Training on Development of Tariff structure and model based on the principal of cost recovery	100%
Sanniquellie & Voinjama - Refresher Training on Development of Tariff structure and model based on the principal of cost recovery	Postponed
Behavior Change Communication/Outreach and Social Marketing, and Gender Mainstreaming Training (LWSC, LSCs) - Robertsport	100%
Sanniquellie & Voinjama -Communication & Outreach, and Gender Mainstreaming Training (LWSC, LSCs)	Postponed
Business Plan Development Training for LWSC's Senior Management	100%
Business Plan Review and Development Training for Robertsport and Kakata [OMT](Refresher)	100%
Business Plan Development Training for Sanniquellie and Voinjama [OMT] - Level II	Postponed
OMC (formerly IDAMC) Implementation Training II (monitoring, reporting, performance evaluation) [Outstation Staff, LWSC M&E Unit, LSCs] - Robertsport and Kakata	Pending signed OMC
OMC (IDAMC) Implementation Training - Sanniquellie and Voinjama (Mini-Systems)	Postponed
Training of LMWP seconded field engineers and LWSC in construction management; H&S, and Environmental Compliance, Reporting & Quality Control - Robertsport	Postponed
Training of LMWP seconded field engineers and LWSC in construction management; H&S, and Environmental Compliance, Reporting & Quality Control - Sanniquellie and Voinjama	Postponed
Kiosks Operation, Maintenance and Financial Management Training (Robertsport and Kakata) (LWSC)	Pending
Kiosks Operation, Maintenance and Financial Management Training (Sanniquellie & Voinjama) (LWSC)	Postponed
Outstation Water Quality Management (Refresher): Basic analysis and quality control (Robertsport and Kakata) (LWSC)	Pending availability of Trainer
Outstation Water Quality Management: Basic analysis and quality control (Sanniquellie & Voinjama) (LWSC) Refresher	Postponed
Small Water Utility Management and Best Practices (LWSC)	100%
Customer Care Training (communications, outreach/community relations, marketing, gender considerations, quality of service) (LWSC, LSCs)	Pending signed OMC
Health, safety and environment in water facilities (LWSC, LSCs)(Refresher)	100%
Outstation budgeting, accounting, and financial management (LWSC) including LWSC Chart of Account, and Peachtree Financial Software	100%
Asset Management Software Training for Small Systems (LWSC)	100%

The project Mid Term Evaluation Report conducted in December 2014 (finalized March 2015) was complimentary of LMWP capacity building efforts and related the following:

- “LMWP’s intervention to build LWSC’s capacity at the central level is both relevant and strategic.”
- “The interim capacity building efforts in Kakata and Robertsport have been very effective and should be expanded to other outstations at the appropriate time. LMWP has provided training in asset management, business planning, and O&M among other topics. Both the Kakata and Robertsport outstations spoke highly of the training provided. In Kakata, the Officer In Charge, Ms. Nyenekon B. Snoh Barcon stated “I personally appreciated the training from Tetra Tech to

enable us to monitor revenues and expenses, improve services and take corrective actions^[1].” She was discussing several LMWP capacity building exercises including computer training, and training in cost of services, O&M services, business plan development, performance targets, etc. She also expressed an interest in the introduction of plumbing technology and providing training for her technicians.”

- *“LMWP’s training has increased the LSC’s and LWSC’s demand for further training and has given them the ability to identify areas of weakness where further capacity building is required. The training has also contributed to a sense of pride of ownership of the water facility (that is “not controlled by Monrovia”). Praise for LMWP’s training goes beyond the LSCs and it should be noted that a Deputy Managing Director at LWSC stated enthusiastically that the LSCs have been the best concepts to encourage local participation and a sense of ownership of the water facility.”*
- *“LMWP has the appropriate tools and plans required to build adequate or needed capacity at LWSC. While LMWP can replicate the success of the LSCs capacity building effort at LWSC, the major hurdle has been LWSC’s inability to provide staff for training.”*
- *“LMWP’s capacity-building approach has worked well in both Robertsport and Kakata where participants spoke highly of the training LMWP has provided. Furthermore, operations at both stations have been running smoothly due to LMWP’s capacity building and training. For LWSC, LMWP conducted an assessment and employed previous studies to tailor its capacity building efforts to critical areas.”*

Institutional Capacity Support to LWSC

LMWP in collaboration with LWSC facilitated the development of the draft business plan, monthly Operator’s report (now in use), and draft OMC for the Kakata Water System, whose infrastructure upgrades are being supported under the AfDB’s UWSSP. As part of continued institutional and organizational support to the LWSC Kakata Water System. At the request of LWSC, LMWP used the funds initially slated for the office upgrades in Kakata to procure two generators as this was considered critical to continuing operations in the City. The generators were installed on 3rd February 2015, and are currently fully operational.

USAID SUWASA Knowledge Forum in Uganda

USAID’s Sustainable Water and Sanitation in Africa (SUWASA) program designs and implements urban water sector reform programs aimed at transforming the sub-sector through the application of market based principles and commercial financing approaches for African water providers. The program financed the Robertsport Pipeline Extension and provided technical assistance in Cost of Service Tariff Setting for LWSC. In May 2015, SUWASA hosted a Knowledge Forum (<http://usaid-suwasa.org/index.php/modules-menu/knowledge-forum-2015>) in Uganda to share lessons learned among urban water sector professionals in Africa. SUWASA sponsored the participation of Reuben Saucer, Officer Manager for the LWSC MD, to attend the Knowledge Forum held May 11 - 13, 2015 at the Speke Resort Munyonyo in Kampala, Uganda. The LMWP Chief of Party also attended the Forum. The event provided lessons of experience from SUWASA on paths to financial sustainability for water and sanitation.

Explore Water Operators Partnership (WOP) / Twinning Relationship with regional utility (e.g. NWSC) for technical support and capacity building

LMWP COP took advantage of the attendance to the SUWASA Knowledge Forum cited above to schedule meetings and discussions with National Water and Sewerage Corporation (NWSC) of Uganda to discuss possible twinning arrangements with LWSC. Meetings were held with management and staff of the NWSC and Kampala Water – including Dr. Rose Kaggwa, Director, Business and Scientific Services, Andrew Sekayizi, General Manager, Kampala Water, Sonko

^[1] Ms. Snoh Barcon stated this at her office in Kakata during a Key Informant Interview with the evaluation team on December 5, 2014

Kiwanuka, Head of Performance and Asset Management and Kaijuka Aloysius and Lynda Nabalnde, Legal Officers at Kampala Water.

A draft MOU for twinning was developed following the Uganda meeting and submitted to LWSC management for review and approval. We envisioned the MOU to serve as a first step in the envisioned twinning arrangement between NWSC and LWSC for long term technical assistance and support – particularly in operational and management issues and for the establishment of a working and effective M&E Unit within LWSC to follow up on the envisioned Performance Contract between GoL and LWSC, the internal management and staff performance contracts and the OMC between LWSC and the Outstations. The MOU was signed by both parties by the end of the last quarter – LWSC signed on August 5 and NWSC countersigned the MOU on September 10, 2015.

International Water Association and Water Safety Plans (WSPs)

During the SUWASA Forum, the LMWP COP was also able to make contact with the Programs Director of International Water Association (IWA), Mr. Tom Williams. LMWP COP was informed that IWA has been working with the LWSC to develop a Water Safety Plan (WSP) and an initial meeting was held in Burkina Faso where the MD LWSC was invited and present. LWSC was one of 6 countries selected to serve as pilots for this initiative also supported by World Health Organization (WHO) and the US EPA. Information was shared with IWA Director that LMWP has supported LWSC in developing a Water Quality Assurance Plan – and that one of the recommendations of the Plan was for LWSC to adopt the WHO promoted WSP and develop one for each of the stations. LMWP and LWSC were invited to attend a WSP conference in Ghana next quarter to move the process forward.

7.4 TASK 7 – COORDINATION WITH OTHER USAID PROGRAMS

In addition to coordination with other USAID programs, this section includes a report on coordination with other donors.

7.4.1 COLLABORATION WITH OTHER DONORS

LMWP continued coordination with other donor-funded entities, including the AfDB Urban Water Supply and Sanitation Program (UWSSP), with regard to institutional management and capacity building. LMWP supported LWSC in establishing LSCs in the UWSSP target cities. LMWP also coordinated with the Sectoral Investment Plan consultancy by the World Bank Water and Sanitation Program (WSP) that was conducted to assess the financial, technical, and capacity needs for the water sector.

LWSC Donors' Meeting

On the 18th August, the LWSC requested the LMWP to attend the LWSC Donor Meeting with the World Bank. In response to the request the LMWP participated in the donor (USAID/LMWP, AfDB/UWSSP, UNICEF) Meeting held 21st August 2015. The intent for the meeting was for coordination of technical assistance and capacity building support under the aegis of the respective donors. Attendees included USAID/Wondwossen Teffera, LMWP, UNICEF, Representative of the LWSC Board of Directors, the Actg. LWSC Managing Director, LWSC DMD/Technical Services.

Action contre la Faim (ACF) and World Bank

LMWP met with Eric Rheinsein, Head of Department, Water, Sanitation and Hygiene at Action Contre la Faim (ACF). ACF was exploring avenues of cooperation with LMWP and LWSC to provide a reliable source of water to the St. Timothy's Hospital in Robertsport. The LMWP held informal meetings with the implementer of the World Bank Funded Fish Landing Site project in Robertsport regarding the projects' expected water demand.

7.4.2 SUPPORT TO NATIONAL LEVEL ENTITIES

LMWP continued its regular attendance at monthly National Water, Sanitation and Hygiene Promotion Committee (NWSHPC) meetings, WASH Cluster Meetings, and USAID donor coordination meetings. LMWP provided detailed comments and feedback on 2nd Liberia WASH Sector Performance Report during the Second Annual Joint Sector Review held in Gbanrga – July 15-16, 2015. LMWP team members participated in validation workshop of the Draft Drinking Water Quality Standards in Buchanan. LMWP now attends regular meetings of the WASH Ebola Task Force organized by NWSHPC.

7.4.3 USAID COORDINATION

Weekly standing meetings were held between LMWP and USAID/Liberia, and regular meetings were held between LMWP and LWSC when LWSC was available. These are in addition to other meetings with LWSC and USAID arranged as needed and regular telephone and email communications.

USAID Implementing Partners Meeting

LMWP participated in the USAID Partner Meeting held 14th August 2015. The meeting included a briefing by USAID Mission Director, John Mark Winfield, updates from the Embassy – Chargé d'Affaires, Sheila Paksman; and one-on-one sessions amongst partners for possible collaboration. The meeting was held at the Kendeja Resort.

LWSC Meeting with USAID COR - TEC EVALUATION:

On the 7th of August 2015, the COR for the project, Wondwossen Teffera, and LMWP held a meeting with the LWSC's representative on the CIP TEC, Moses Tantapolie. The meeting briefed Tantapolie on the technical details of the LMWP particularly the designs and technical specifications.

USAID/LMWP OY1 WORKPLAN REVIEW WITH LWSC

On the 28th August 2015, the LMWP in collaboration with the LWSC reviewed the LMWP Y4 Work plan and the LMWP FY 16 (Option Year 1) Work plan for LWSC acceptance and approval to ensure that LWSC capacity building and other needs are properly reflected in the work plan. LWSC provided inputs and these were incorporated to form the final draft work plan for the USAID approval. Participants of the meeting included the Actg. Managing Director (DMD/Administration), DMD/TS, the newly appointed Outstation Manager, Christie Sherman, and the newly appointed Sales and Marketing Manager amongst others

TABLE 7.7. TASK 7 ACCOMPLISHMENTS VS. YEAR 4 WORK PLAN

Task 7: Coordination with Other USAID Programs	Completion Status
Regular Coordination Meetings with USAID Programs	Ongoing

7.5 TASK 8 – PLANNING AND REPORTING

7.5.1 PERFORMANCE MONITORING PLAN (PMP), ROUTINE DATA COLLECTION, ENTRY, AND MONITORING (Y4)

LMWP updated the performance data table which formed an integral part of the PMP to reflect changes/progress in the project implementation efforts. The PMP serves as a working tool for the project. On a quarterly basis, data generated quarterly, and annually are entered into the designated web-based database with the Liberia Monitoring and Evaluation Program (L-MEP). The data collected through Tetra Tech electronic program observation, reporting and tracking (ePORT) system. Data entered into these systems are regularly reviewed to ensure accuracy completeness.

The final draft version of the PMP was approved by USAID on October 9, 2014 pending incorporation of comments. LMWP also continued to work with the Liberia Monitoring and Evaluation Program (L-MEP) to enter the project data into the Indicator Performance Database System (PIDs). The detail of the data entered included actual data for all LMWP indicators which are set to be reported on a quarterly basis as well as the indicators set to be reported on an annual basis.

The PMP performance indicator data table remain active throughout the year with its quarterly updating. The performance indicator table host all 14 indicators for the project. As a living document, all 14 indicators were updated on a quarterly basis as project activities were being implemented. However, due to the Ebola outbreak, several planned activities were not implemented in the first and second quarters. These activities are planned for the third quarter while others have been rescheduled for optional year 1.

Focus Group Discussions

The LMWP conducted a Focus Groups Discussions in Robertsport in May 2015. The findings from the focus group discussions helped the Outreach and Communication strategy designed as well as in the preparation for the planned 2015 annual household survey which was conducted in Robertsport during the fourth quarter of the year (August 2015). The findings of the FDG helped guided the management of the LWSC in making critical decisions about the smooth operation of the outstation.

Household Service Level Survey

During Y4Q1, the draft Y3 household service level survey report was consolidated to include baseline values and other findings from all three counties. The LMWP continued discussion on the draft household survey report findings with USAID and the findings were used to update its Performance Indicators baselines and projections. The household survey report was reviewed to reflect changes made in the PMP Y4 targets and submitted to USAID in Y4Q1.

Second Household Survey in Robertsport

Consistent with USAID M&E requirements and for quarterly and annual updating of the PMP performance indicator data table, LMWP planned in collaboration with LWSC and simultaneously conducted the 2015 household and water source surveys in Robertsport. The survey commenced 14th August 2015 and ended on the 22nd August 2015, during which time a total of 524 households were surveyed. The findings from the households and water source surveys will be used to inform reporting on USAID standard indicators which are tied to the household and water source surveys. The findings will also give LMWP a sense of the behavioral pattern as relates to residents access and use of improved drinking water in Robertsport.

LMWP Semi-Annual Environmental Monitoring Report - Submission

The LMWP semi-annual Environmental Monitoring Report has been finalized with comments from all stakeholders incorporated. LMWP submitted the Self-Monitoring Environmental Report (September 2014 - March 2015) to the EPA on August 21, 2015.

7.5.2 MID-TERM EVALUATION

USAID conducted a Mid-Term Evaluation of the LMWP from November 23 through December 12, 2014. The evaluation exercise was led by a team of two consultants through the USAID Learning, Evaluation and Analysis (LEAP II) project. The LEAP team held numerous meetings and calls with LMWP staff to discuss various aspects of the project. The team also met with LWSC senior management and was able to take field visits to Kakata and Robertsport. In Robertsport, in addition to visiting the WTP and the current works under the Pipeline Extension project, they were able to meet members of the Robertsport LSC.

7.5.3 COMMUNICATION AND OUTREACH ACTIVITIES

LMWP in concert with the LWSC conducted numerous outreach activities during the year, including dedicated events to provide projects information and gather feedback and inputs, as well as other events which included an outreach component.

Examples of this work included outreach efforts associated with the project site visits by key stakeholders and discussions with LSC members, dissemination of newsletters associated with the Robertsport construction work, meetings with the LSCs of Sanniquellie, Voinjama, Robertsport and various communities, specifically those where the mini-systems and Kiosks will be established, participation in the surveying and mapping of the land for CIP facilities and meeting with affected landowners, conducting household survey including interacting with more than a thousand community members, Robertsport Town Hall and Community meetings, meetings with potential large customers, work planning workshop and reviews of project documents with relevant stakeholders, plus outreach done through the course of our training programs and TWGs.

LWSC/LMWP Senior Management Field Visit – Robertsport

On 29th October 2014, the LWSC/LMWP Delegation (Charles Allen/Managing Director, Alioune Fall/COP, and other senior staff) held discussion with representative of Robertsport LSC (Choko Kromah/Chairperson, Al Mohammed Manobah/Co-Chair, and Mohammed Pusah) to address the LSC's concern in a letter addressed to the LMWP COP concerning "LWSC's withdrawal of funds from the Robertsport Escrow account without prior knowledge of the LSC as enshrined in the MOU. Predicated on the LWSC action, the LSC had threatened to suspend all deposits to the Outstation Account until LWSC provides explanation for the withdrawals as the act they claimed contravened Section 6.4 of the MOU signed between the LWSC and the City according to the LSC. In addition the LSC wanted further clarity on the 10% associated with LSC operations. Between December 27, 2013 and April 7, 2014, the LWSC made several withdrawals from the Robertsport Escrow Account amounting to approximately L\$340,894.95.

The meeting clarified and the RLSC agreed that technically the Account belongs to LWSC who does not have to request permission from the LSC to withdraw the funds. It was again also clarified during the meeting that the 10% stated in the MOU refers to 10% of revenue generated

from the Operations Account *after* general operational and maintenance costs have been deducted. Such a scenario is only possible after cost recovery for O&M is achieved. It was agreed that all funds generated from sale that was confiscated by the LSC be relinquished and be deposited into the Account. The funds were deposited by the financial person for the RWTP. The LWSC will provide explanation to maintain a harmonious working relationship.

Water and Sanitation Sector - Joint Sector Review – July 15-16, 2015

LMWP COP Attended JSR in Gbarnga – July 15-16, 2015 with USAID COR and DC-based Health Advisor.

Robertsport Town Hall Meeting and Community Outreach Exercises

Based on the findings from the ongoing Cost of Service study and monthly sustainability M&E exercises all suggesting a low operational ratio of the existing system, LWSC proposed that, in light of the Pipeline Extension and associated staffing and operational costs, the current tariff of LD\$5 be elevated to LD\$20 to allow the system to attain a minimum operational efficiency and close to cost-recovery for O&M expenses.

Consequently, following several consultations with the stakeholders, it was agreed that the adjusted rate of LD\$20 be effectively communicated to the Robertsport stakeholders during a Town Hall Meeting ahead of the commissioning of the Pipeline Extension. With LMWP support, LWSC and the LSC jointly held a Town Hall Meeting on the 19th November 2014 in Robertsport. The meeting brought together nearly 100 participants including local and county government and traditional leaders, women and youth group representatives, LWSC senior management, LMWP and other stakeholders.

Presentations were delivered by Hne Coleman, LWSC/LMWP Project Manager; Frankie Cassell, LWSC DMD-TS and Honorable Charles Allen, LWSC Managing Director. Presentations focused on the COS tariff analyses, Outstation Business Plan, the tariff review process as well as the rationale for the proposed tariff adjustment.

While the feedback received during the meeting was quite positive, it was agreed that follow-up communication and outreach at the community level would be necessary to ensure messaging reached all stakeholders. As a result, from December 18-19, 2014, LWSC and the LSC, with support from LMWP conducted two days of outreach campaigns at the community level across the various wards in Robertsport City. The aim of the exercise was to reinforce the message on the adjustment on the tariff, and enhance buy-in at the community level. Discussions focused on the Robertsport WTP and Pipeline Extension Operations and were facilitated by Charles Sarkpah/Asst. Commercial Manager (LWSC), Hilary Yoryor/Asst. Outstation Manager, Jeremiah Gee/Cost Accountant and Charles Allen/LWSC MD, with support from J. Amos Swaray/Administrative Asst.-MD who provided interpretation in the vernacular.

The Robertsport LSC was instrumental in organizing and coordinating the outreach activities. Communities were grouped based on proximity and population density, observing the Ebola virus induced instruction of no physical contact. In all, there were six (6) meeting sessions as follows: 1) Gbassalor and Londijah Town Community, 2) Fanti Town Community, 3) Central Ward and Gomboja Town Community, 4) Up-Town and Bassa Town Community, 5) Kru and Bombo Town Community, and 6) Grassfield Community. From all indications, the meetings were successful, with attendance at the various meetings ranging from 30 to 50 participants despite the senatorial elections which were to occur the same week.

Sanniquellie and Voinjama Field Visits

From Wednesday, December 10, 2014 to Saturday, December 14, 2014, a field visit was conducted to Voinjama and Sanniquellie. The objectives of the visit were to update the cities on project overall progress and plans for the construction phase. The visit provided a means for the project to a) re-establish its presence in the respective project cities since the Ebola virus outbreak b) reassure county and local authorities on plans for construction and c) sympathize with the Local Steering Committee members following the outbreak. LWSC was represented on the trip by Hilary Yoryor, Outstation

Superintendent and Samuel Yarkpawolo, Junior Engineer. Participants included local and county authorities, women and youth groups' representatives, LSC members, and LWMP staff.

Other outcomes of the visit included water quality analyses to further inform baseline data for the Bee and Zelibia Rivers as per the USAID/EPA approved EMMP, and follow-up meetings with the relevant stakeholders such as the various land commissioners and County Authorities on the land deeds preparation and land related issues. The project also worked with the LSC to develop their work plan for the year. A similar work planning and development session was held at the Robertsport Youth Center, Robertsport City, Grand Cape Mount County on Tuesday, November 11, 2014 for the Robertsport Local Steering Committee.

8.0 PROJECT MANAGEMENT AND ADMINISTRATION

8.1 STAFFING

LMWP continues to strengthen its professional capacity as well as the human capacity of the LWSC, hence, the LMWP experienced a number of staffing changes in Year 4. The current staffing of LMWP is included on the organizational chart at the end of this Section.

Resident and Staff Engineer. LMWP continued the process of identifying and preselecting qualified staff for the various positions as the project moves into the construction phase; and plans to open additional offices in Sanniquellie and Voinjama. The Robertsport office has been opened since last year and is operational.

LMWP advertised for the solicitation and hiring for three Resident Engineers (one for each city) and two Staff Engineers to be assigned in Sanniquellie and Voinjama respectively. At least two of the Resident Engineers are expected to be an expat or Third Country National (TCN) position; and the staff Engineers are expected to be CCNs. The final hiring will be contingent on the anticipated award of the CIP and upon USAID approval. The current staffing plan is aligned with LMWP response to the Mid Term Evaluation comments.

LWSC Seconded Construction Site Engineer. LMWP is supporting the LWSC for the recruitment of the LWSC construction site engineers. The LMWP assisted LWSC to develop and circulate the TOR for the field construction site engineers for LWSC review and inputs. The incumbent will function as construction site engineer during the construction phase, and it is anticipated he/she will phase into the operation and maintenance as OICs. The LMWP will advertise; and the evaluation of the candidates will be a joint LWSC/LMWP exercise as usual.

Behavior Change, Communication/Outreach and Social Marketing specialist. Considering the need to focus on more specialized outreach efforts regarding water services using behavior change methods, LMWP made changes in the Communications and Outreach Department to reflect social marketing. We have worked with LWSC and developed the TOR to hire a Behavior Change Communication (BCC) and Outreach Specialist. The person was intended to be located full-time at LWSC.

LMWP worked with the LWSC to recruit, and hire a Behavior Change Communication (BCC) and Outreach Specialist as replacement for the previous LMWP Communication and Outreach Specialist. During the Trilateral (USAID, LMWP and LWSC) meeting in September 2014, the LWSC opted to hire an M&E Specialist immediately, while hiring and secondment of the BCC and Outreach Specialist was suspended and deferred to a later date to be determined by the LWSC. The position should have been located at LWSC on a full-time basis and report directly to LWSC senior management; however, s/he will engage frequently with LMWP COP. The Specialist is presently in the employ of the LMWP. The Specialist will support public outreach efforts and facilitate the transition to paying for piped water with populations in intervention sites behavioral/social change approaches.

LWSC Seconded Monitoring and Evaluation Specialist (M&E). LMWP is working with LWSC to recruit, and hire a Monitoring and Evaluation Specialist (M&E) to be seconded with the LWSC. The Specialist will support the establishment of the M&E unit at the LWSC in addition to assisting the

LWSC in the management of the OMC (formerly IDAMC). The development and finalization of the respective TORs is being completed in collaboration the LWSC.

Director of Administration and Finance Recruitment. LMWP finalized the hiring of Sianny Gunawan, the new Director of Administration and Finance in Q4, as a replacement for Zizi Stevens (CCN) who began work on March 17, 2014 and whose services were been terminated by LMWP in August 2014. The position will bolster administration and finance team and ensure compliance with USAID rules and regulations as well as Tetra Tech policies and procedures. Given the critical importance of this position as we enter the construction phase and the challenges we have faced finding the requisite skills locally, the LMWP opened the advertisement within the region and outside and hired a TCN.

STAFF SEPARATION FROM LMWP

The LMWP Water Quality Specialist/Program Manager, Magdalene Matthews resigned in Quarter 3 as she was selected to be a Mandela Washington Fellow as part of US President Obama's Young African Leaders Initiative (YALI) which provides 500 outstanding young leaders from Sub-Saharan Africa with the opportunity to hone their skills at a U.S. higher education institution with support for professional development after they return home.

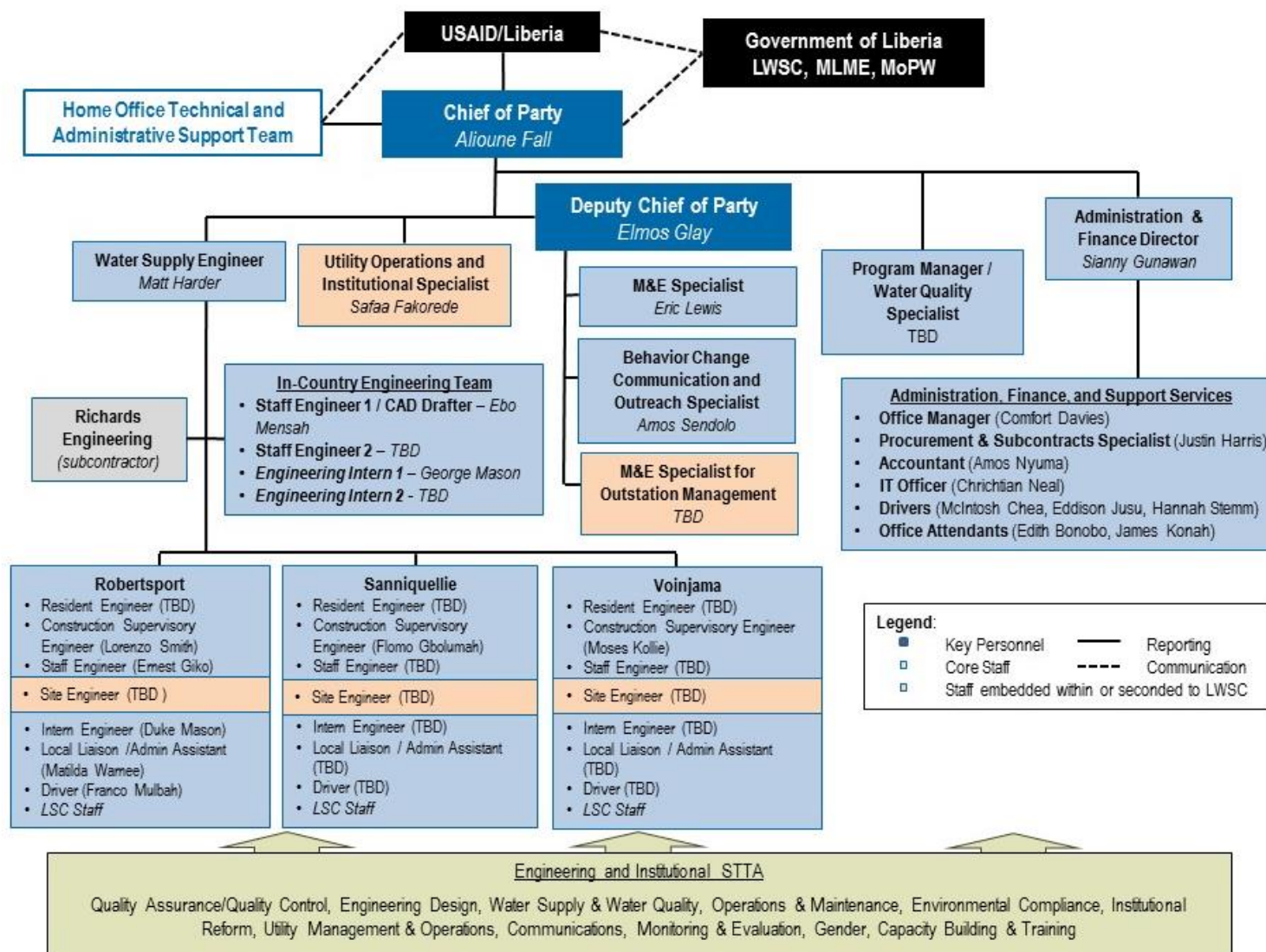
Masnoh N.D. Jallabah worked with the LMWP as "Intern-Engineer" for a couple of years, and was later elevated to the position of "Staff Engineer". Ms. Jallabah however resigned in April 2015 to move with her family to the United States of America. Similarly, Engineer James D. Kessele, Jr., resigned for personal reasons.

8.2 PREPARATION FOR EXPANSION TO FIELD OFFICES

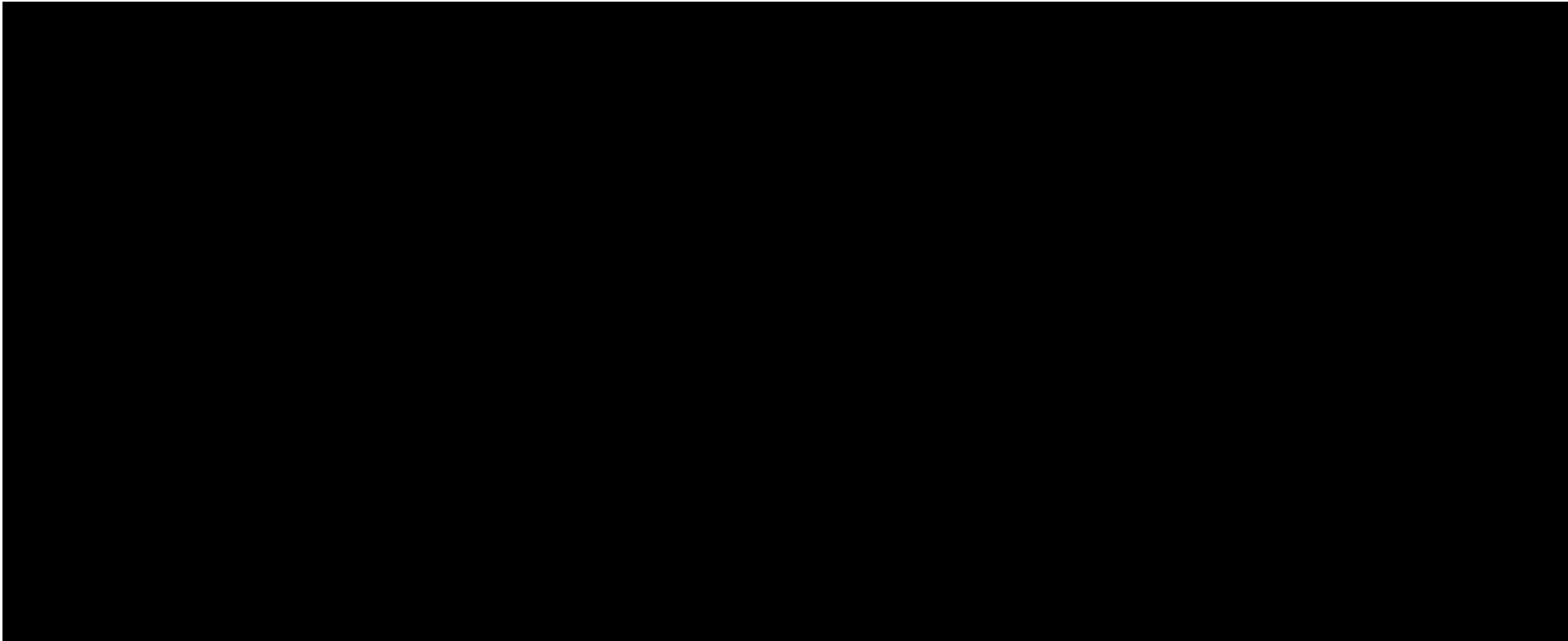
Robertsport Offices: With support from LMWP, the LWSC Robertsport Water Treatment Plant office is now fully furnished, staffed and operational, providing an appropriate working environment for Robertsport staff.

Renovation works LMWP office premises in Robertsport have also been completed. This improving or increasing security protection of the premises, i.e., the construction of chain-link fence, and the installation of protective steel door and bars. During OY1, LMWP will be seeking bigger office space to accommodate expanded staff. The lease has been finalized pending signing by the LMWP. The LMWP will carry out minor renovation works on the new premises, and construct generator shed, fuel tank and pad for the fuel tank. LMWP office premises in Robertsport is staffed for now by LMWP's local field engineer from our subcontractor, LWSC seconded Engineer, LMWP administrative assistant / community liaison, driver and office attendant.

Sanniquellie and Voinjama Offices: In Y3, the LMWP co-locating with IWASH in Sanniquellie and have overtaken their rent in Voinjama since February. In Y3, the LMWP took over the lease of IWASH offices in Voinjama as of February, took over the lease of the IWASH offices in Sanniquellie up to March 2015 and planned to have all Project field offices fully operational and staffed with a field engineers, Administrative Assistants and support staff by LMWP Y4Q4, ahead of mini-system and CIP construction activities in the cities. The lease agreement for the office for Sanniquellie was signed 19th February 2015. The office is staffed with LMWP/Richards Engineer and Security pending the recruitment of the Administrative Assistant and support staff. The Voinjama lease agreement has not been signed it is being revisited by the landlord. The Voinjama and Sanniquellie offices premises requires minor repair works, and the construction of generator shed, fuel tanks and pads.



ANNEX A: ANNUAL FINANCIAL STATUS REPORT, Q4 FINANCIAL REPORT



ANNEX B:

LIST OF SHORT TERM TECHNICAL ASSISTANCE MOBILIZED

Name Role	Start Date Duration	Summary Achievements
Gwen Caggiano <i>LMWP Home Office Project Manager</i>	Mar 26, 2015 1 month in country	<ul style="list-style-type: none"> • Mentored local administrative and financial staff to effect sound project management, fiscal and administrative due diligence and the development of organizational and individual capacities; • Ensured compliance of LMWP Project operations with Tetra Tech Home Office policies and procedures, USAID rules and regulations, Government of Liberia practices and regulations; • Worked with local staff to provide hands-on support to resolve any outstanding action items from previous administrative audits; • Supported process of recruiting and training new staff, including Director of Administration and Finance; • Assisted in development of budget for Option Year
Natalie Brown <i>Engineering/Operational Support & Capacity Building</i>	Apr 20, 2015 12 Days	<ul style="list-style-type: none"> • Coordinated with the COP, engineering and institutional team members with regard to cost of service and tariff setting process and work planning • Conducted training for LMWP project beneficiaries relative to Cost of Service (COS) and tariff analysis, including LWSC and LEC • Reviewed with LMWP staff and LWSC the data collection methods and monitoring of the current Robertsport water system operations to evaluate progress • Reviewed COS analysis for Monrovia "Outstation" with the Water Utility Specialist (WUS) and LWSC and review LWSC Chart-of-Accounts updates • Assisted the Robertsport Outstation in starting to develop their FY2016 Business Plans • Continued mentoring efforts and on-the-job training of LMWP engineers with regard to tariff and cost recovery issues, standard engineering practices • Reviewed analysis for establishing COS for the CIP systems and assessing the timeframe to achieve O&M cost recovery with LWSC and USAID
Tom Keefe <i>Engineering/Operational Support & Capacity Building</i>	Jun 22, 2015 12 days	<ul style="list-style-type: none"> • Conducted training for LMWP project beneficiaries relative to small water utility management activities, including LWSC • Reviewed with LMWP staff and LWSC the data collection methods and monitoring of the current Robertsport water system operations to evaluate progress • Continued assistance to the Robertsport Outstation in starting to develop their FY2016 Business Plan • Continued mentoring efforts and on-the-job training of LMWP engineers with regard to tariff and cost recovery issues, standard engineering practices • Coordinated with Water Supply Engineer (WSE), and COP regarding technical, management, and staffing aspects of the project related to engineering and construction, including challenges, home office support needs, and schedule. • Provided overall engineering and technical leadership support to the engineering office and field teams. • Assisted LWSC in reviewing the updated Capital Improvement Project (CIP) designs specifications, and Basis of Design Report (BODR). • Reviewed analysis for establishing COS for the CIP systems and assessing the timeframe to achieve O&M cost recovery with LWSC and USAID

Andrew Woodcock	July 27, 2015	<ul style="list-style-type: none"> Met with LMWP local staff and LWSC Senior Management to review existing policies, procedures, strategy, and goals for increasing direct piped connections and related cost recovery. Reviewed and refined visit goals and schedule per LWSC pressing needs. Supported LMWP and LWSC Senior Management in harmonizing newly established key performance indicators (KPIs) for management in the draft Performance Contract between LWSC and the Ministry of Finance and the draft OMCs for Robertsport and Kakata. Supported LWSC in developing framework for a working Monitoring and Evaluation (M&E) Unit responsible for the oversight and monitoring of the KPI's for management and the Outstations. Visited Robertsport to review existing operations, performance data, and meet with staff. Worked with LMWP and LWSC to refine and expand upon existing policies, procedures, and strategies related to direct connections with focus on Robertsport, including: methods for systematically identifying potential commercial, institutional or direct piped household connections; strategies to minimize subsidize upfront connection costs to encourage direct connections; Outstation tariff structure and rate options for addition of new classes for direct piped connections; materials standards for connection installations and procedures for contracting installation by private contractors. Produced revised draft Customer Connection Policy Implemented 2-day workshop for LWSC on Sales and Marketing Management and Planning and Connection Policy. Collaborated with LMWP and LWSC regarding consideration of a modified rainy season tariff to stimulate off-peak demand. Supported updating OMT Business Plans for FY16 in Robertsport and Kakata and assisted with planning for mini-system Business Plans for Sanniquellie and Voinjama. Provided Briefing / presentation for LWSC management at conclusion of the visit to review visit products, recommendations, and next steps.
<i>Engineering/Operational Support & Capacity Building</i>	12 Days	

ANNEX C:

LIST OF IN-COUNTRY EVENTS, COURSES AND SEMINARS ORGANIZED

No.	Activity/Event	Location	Date of Event	Participants		
				Male	Female	Total
1	Outstation M&E visit	Robertsonport	Oct 17, 2014	10	5	15
2	Meeting with Pump and tank to discuss water treatment connection progress payment and extra for bush clearing	Monrovia	Nov 5, 2014	7	1	8
3	RLSC work planning session	Robertsonport	Nov 11, 2014	5	4	9
4	Property survey		Nov 27, 2014	9	0	9
5	Up country visit	Voinjama	Dec 11, 2014	39	14	53
6	Up country visit	Sanniquellie	Dec 13, 2014	16	7	23
7	Community outreach meetings	Robertsonport	December 1-19, 2014	26	17	43
8	Outstation M&E visit	Robertsonport	January 23, 2015	10	5	15
9	Delivery of 2 KVA generators at LWSC Kakata outstation	Kakata	February 3, 2015	13	1	14
10	Outstation M&E visit	Robertsonport	April 17, 2015	8	1	9
11	TWG 10 th Workshop	Monrovia	April 29, 2015	40	10	50
12	CIP Kiosk Survey	Voinjama	May 4-9, 2015	10	2	12
13	CIP Kiosk Survey	Sanniquellie	May 11-16, 2015	8	1	9
14	Focus Group Discussion	Robertsonport	May 18-21, 2015	46	66	112
15	Outstation M&E visit	Robertsonport	May 22, 2015	16	4	20
16	USAID Contractors Site Visit	Robertsonport	June 3, 2015	12	1	13
17	USAID Contractors Site Visit	Sanniquellie	June 6, 2015	23	0	23
18	USAID Contractors Site Visit	Voinjama	June 8, 2015	21	3	24
19	Meeting with Humanities First to discuss possible Cooperation in terms of establishing a solar Power technology based Curriculum with local Community College in LMWP cities	Monrovia	June 8, 2015	3	0	3

20	Meeting with DMD-TS regarding CIP engineering drawing design review meeting	Monrovia	June 10, 2015	3	0	3
21	Engineering Working Group Meeting to review CIP drawing design	Monrovia	June 12, 2015	8	1	9
22	Meeting with LWSC Senior Management to arrange FGD findings and BCC/CAO Draft Communication Strategy presentations	Monrovia	June 15, 2015	4	2	6
23	Follow up meeting with DMD-F on outstation budgeting training schedule	Monrovia	June 17, 2015	2	0	2
24	Meeting with DMD-F to finalize discussion on Outstation Budgeting, Accounting and Financial Management Training Facilitation	Monrovia	June 18, 2015	2	0	2
25	Outstation M&E visit	Robertsonport	June 19, 2015	11	3	14
26	Meeting with DMD-A, media consultant and Public Relation Officer to outline elements of Draft Communication Strategy prior to its Presentation	Monrovia	June 22, 2015	1	2	3
27	CIP Kiosk Survey	Robertsonport	June 22 – 27, 2015	6	2	8
28	Focus Group Discussion Findings, Draft Behavior Change and Communication Strategy Presentations at LWSC		June 23, 2015	9	1	10
29	Meeting with LWSC Training Manager to finalize Customer care Training Schedule		June 25, 2015	2	1	3
30	TWG 11 th Workshop	Monrovia	July 3, 2015	28	10	30
31	Outstation M&E visit	Robertsonport	July 7, 2015	10	5	15
32	Training in Business Planning	Monrovia	August 1-5	15	3	12
33	Signing of LWSC PC and OMC MOUs between the Ministry of Finance and Development Planning and LWSC	Monrovia	August 8, 2015	20	2	22
34	Household survey	Robertsonport	August 14-22, 2015	172	346	518
35	Outstation M&E visit	Robertsonport	Sept 18, 2015	11	4	15

ANNEX D: LIST OF EQUIPMENT AND MATERIALS PURCHASED

The project history of procurements greater than USD \$500 is included on the following pages.

Procurement for the first quarter of next year are expected to include: Procurement and delivery of Fuel Tanks for the three cities' offices (est.\$5,000); Construction of Fuel Tank pads for the three cities (est. \$6,000); Construction of Generator Shelters for the three cities (est. \$4,000); Construction of Reed Fences for two field offices (est. \$5,000); Four (4) generators (est. \$65,000); Field Office Stationeries (est. \$9,000); Field Offices Furniture (est. \$16,000); Field Offices IT equipment (est. \$20,000); Field Offices Appliances (est. \$5,000); Replacement of the Differential Housing Assembly for LMWP 2 (est. \$3,000); Field office leases (Robertsport est. \$12, 000; Sanniquellie est. \$8,250; Voinjama est. \$18,000); additional costs for training activities (lodging, catering, hall rentals) (est. \$12,000 per training, est. 6 trainings).

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00001	Satellite Phone Iridium 9555 with (chargers, USB cable, carrying case, earpiece, CD, and international plug kit)	300015010736310	\$1,310.46	\$1,310.46	Roadpost USA Inc	1-Nov-11	HO PO #1078608
1	00002	Laptop Computer HP Probook 4530s	CNU1375K87	\$555.00	\$555.00	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00003	Laptop Computer HP Probook 4530s	CNU1374ZYZ	\$555.00	\$555.00	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00004	Laptop Computer HP Probook 4530s	CNU13759X3	\$555.00	\$555.00	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00005	Laptop Computer HP Probook 4530s	CNU13759QB	\$555.00	\$555.00	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00006	Laptop Computer HP Probook 4530s	CNU13751QN	\$555.00	\$555.00	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00007	Laptop Computer HP Probook 4530s	CNU137535G	\$555.00	\$555.00	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00008	Workstation Computer HP Z210	2UA12315YQ	\$1,010.00	\$1,010.00	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00009	Workstation Computer HP Z211	2UA123160J	\$1,010.00	\$1,010.00	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00010	Workstation Computer HP Z212	2UA123160S	\$1,010.00	\$1,010.00	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00011	Workstation Computer HP Z213	2UA13405VF	\$1,010.00	\$1,010.00	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00012	LCD Monitor HP / Compaq LE2002X 20"	CNC1381G2X	Included with ARD #00008	Included with ARD #00008	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00013	LCD Monitor HP / Compaq LE2002X 20"	CNC1381G2T	Included with ARD #00009	Included with ARD #00009	Planson International Corporation	1-Nov-11	HO PO #1078789

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00014	LCD Monitor HP / Compaq LE2002X 20"	CNC1381G39	Included with ARD #00010	Included with ARD #00010	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00015	LCD Monitor HP / Compaq LE2002X 20"	CNC1381G2Z	Included with ARD #00011	Included with ARD #00011	Planson International Corporation	1-Nov-11	HO PO #1078789
1	00042	Printer HP Laserjet 2055	CNC1805977	\$850.00	\$850.00	Beever Communication Inc.	22-Dec-11	DV 00022
1	00046	Huawei Wireless Internet	21500812338W15000596	\$648.00	\$648.00	Lonestar Cell Communications	10-Jan-12	DV 00046
1	00083	Conference Table	n/a	\$725.00	\$725.00	Beever Communications Inc.	6-Feb-12	DV 00092
1	00084	Air Condition 18000 BTU Split Unit	123050884300B5090001	\$700.00	\$700.00	HOMELINE INC.	6-Feb-12	DV 00083
1	00085	Air Condition 18000 BTU Split Unit	123050884300B5090014	\$700.00	\$700.00	HOMELINE INC.	6-Feb-12	DV 00083
1	00086	Air Condition 18000 BTU Split Unit	123050884300B5090005	\$700.00	\$700.00	HOMELINE INC.	6-Feb-12	DV 00083
1	00087	Air Condition 18000 BTU Split Unit	123050884300B5090004	\$700.00	\$700.00	HOMELINE INC.	6-Feb-12	DV 00083
1	00088	Air Condition 12000 BTU Split Unit	123032707600B1140044	\$550.00	\$550.00	HOMELINE INC.	6-Feb-12	DV 00083
1	00089	Air Condition 12000 BTU Split Unit	123032707600B1140040	\$550.00	\$550.00	HOMELINE INC.	6-Feb-12	DV 00083
1	00090	Air Condition 12000 BTU Split Unit	123032707600B1140047	\$550.00	\$550.00	HOMELINE INC.	6-Feb-12	DV 00083
1	00091	Air Condition 12000 BTU Split Unit	123032707600B1140061	\$550.00	\$550.00	HOMELINE INC.	6-Feb-12	DV 00083
1	00128	Tool Box Complete	n/a	\$550.00	\$550.00	Eagle Electrical Corp.	18-Feb-12	PO 00010
1	00132	Diesel Generator 5KVA Kama	KM2011090100756	\$1,500.00	\$1,500.00	Sethi Brothers Inc.	20-Feb-12	PO 00016
1	00133	Diesel Generator 5KVA Kama	KM2011050100222	\$1,500.00	\$1,500.00	Sethi Brothers Inc.	20-Feb-12	PO 00016
1	00134	Diesel Generator 5KVA Kama	KM20110901100618	\$1,500.00	\$1,500.00	Sethi Brothers Inc.	20-Feb-12	PO 00016

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00145	Laptop Computer Lenovono Thinkpad	LR-9ETC012/02	\$535.48	\$535.48	CDW DIRECT LLC	29-Feb-12	HO PO 1082003
1	00146	Laptop Computer Lenovono Thinkpad	LR-9ETW4 12/02	\$535.48	\$535.48	CDW DIRECT LLC	29-Feb-12	HO PO 1082003
1	00153	Laptop Computer Lenovono Thinkpad	LR-9ETA6 12/02	\$535.48	\$535.48	CWD DIRECT LLC	21-Mar-12	HO PO 1082004
1	00154	Laptop Computer Lenovono Thinkpad	LR-9ETP0 12/02	\$535.48	\$535.48	CWD DIRECT LLC	21-Mar-12	HO PO 1082004
1	00155	Laptop Computer Lenovono Thinkpad	LR-9ETF4 12/02	\$535.48	\$535.48	CWD DIRECT LLC	21-Mar-12	HO PO 1082004
1	00156	Laptop Computer Lenovono Thinkpad	LR-9ETF2 12/02	\$535.48	\$535.48	CWD DIRECT LLC	21-Mar-12	HO PO 1082004
1	00157	CPU Workstation Computer Lenovono Thinkpad	1S3133A8UMJHGPPV	\$585.99	\$585.99	CWD DIRECT LLC	21-Mar-12	HO PO 1082004
1	00158	CPU Workstation Computer Lenovono Thinkpad Keyboard	0002199	included with ARD #00155	included with ARD #00155	CWD DIRECT LLC	21-Mar-12	HO PO #1082004
1	00169	Flow probe FP 111 3' - 6'	1213002422	\$742.90	\$742.90	OI Corporation	22-Mar-12	HO PO #1082599
1	00189	Projector BENQ	PD36B01423000	\$750.00	\$750.00	Office Ideas	16-Apr-12	PO 00025
1	00193	Generator 45KVA Perkins	U267488V	\$15,160.00	\$15,160.00	Power Tech, Inc.	27-Apr-12	DV 204
1	00194	Printer, Scanner and Photocopier Canon iSensys MF 4570dn	HAU06392	\$1,049.00	\$1,049.00	Lion Stationery Store	1-May-12	PO 00030
1	00199	V-SAT	n/a	\$7,673.00	\$7,673.00	Power Tech, Inc.	10-May-12	DV 252
1	00208	TOYOTA LAND CRUISER LX-10 HARD TOP JEEP	JTGEB73J3C9008951	\$47,720.00	\$47,720.00	KJER KJER	13-Jun-12	PO 0018
1	00209	TOYOTA LAND CRUISER LX-10 HARD TOP JEEP	JTGEB73J2C9008407	\$47,720.00	\$47,720.00	KJER KJER	13-Jun-12	PO 0018
1	00210	TOYOTA LAND CRUISER LX-10 HARD TOP JEEP	JTGEB73J0C9008972	\$47,720.00	\$47,720.00	KJER KJER	13-Jun-12	PO 0018
1	00211	TOYOTA LAND CRUISER LX-10 HARD TOP JEEP	JTGEB73J1C9008950	\$47,720.00	\$47,720.00	KJER KJER	13-Jun-12	PO 0018

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00212	Workstation Computer Lenovo	CMJLHXNK1S782456 U	N/A	N/A	N/A	N/A	N/A
1	00213	Workstation Computer Lenovo	11SOA68710ZVJ6BP2 2S12F	N/A	N/A	N/A	N/A	N/A
1	00214	Auto CAD Civil 3D 2013 Software	371-58713875	N/A	N/A	N/A	N/A	N/A
1	00215	Auto CAD Civil 3D 2013 Software	371-58713878	N/A	N/A	N/A	N/A	N/A
1	00216	Monitor Screen 23"Dell Flat	CN-0855R7-72872- 215-A691	\$650.00	\$650.00	Office Ideas	10-Jul-12	PO 0043
1	00217	Monitor Screen 23"Dell Flat	CN-0885R7-72872- 215-AEUI	\$650.00	\$650.00	Office Ideas	10-Jul-12	PO 0043
1	00218	HANNA HI 98140 PH Meter Calibration Check	08519533	N/A	N/A	N/A	N/A	HO PO 1085610
1	00263	APC Smart UPS 1500 LCD	AS12088222908	\$557.06	\$557.06	CWD DIRECT LLC	16-Nov-12	HO PO #1088698
1	00282	Buffalo Terastation Pro Duo Network Attached Storage Device	95835320700013	\$691.00	\$691.00	Plason International Cporation	16-Nov-12	HO PO #1087822
1	00283	Printer HP Color Laserjet cp 5525DN	JPCCD8M1M3	\$2,327.00	\$2,327.00	Plason International Cporation	16-Nov-12	HO PO #1087822
1	00284	Scanner HP Scanjet N6350 Network	CN26CCE0BD	\$800.00	\$800.00	Plason International Cporation	16-Nov-12	HO PO #1087822
1	00285	Laptop Computer Dell Latitude E6520	GW73LVI	\$1,699.00	\$1,699.00	INSIGHT	16-Nov-12	HO PO #1088695
1	00286	Laptop Computer Dell Latitude E6521	J8B3LVI	\$1,699.00	\$1,699.00	INSIGHT	16-Nov-12	HO PO #1088695
1	00291	Office Chair Executive High Back	n/a	\$525.00	\$525.00	Lion Stationery Store	9-Jan-13	PO # 00068
1	00292	Office Chair Executive High Back	n/a	\$525.00	\$525.00	Lion Stationery Store	9-Jan-13	PO # 00068
1	00322	Conference Table	n/a	\$1,100.00	\$1,100.00	D&G Office Depot	18-Mar-13	PO # 0082

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00325	Poly Tank	n/a	\$550.00	\$550.00	Building Materials Center	17-Apr-13	PO # 0088
1	00351	Laptop Computer Dell	56KVWN1	\$2,296.26	\$2,296.26	INSIGHT	6-Jun-13	HO PO #1095298
1	00363	IPad Model MC959LL/A	DR5KX0U2DFJ1	\$520.44	\$520.44	Insight	26-Aug-13	HO PO #1097999
1	00364	IPad Model MC959LL/A	DR5KX15VDFJ1	\$520.44	\$520.44	Insight	26-Aug-13	HO PO #1097999
1	00365	IPad Model MC959LL/A	DR5KX0T2DFJ1	\$520.44	\$520.44	Insight	26-Aug-13	HO PO #1097999
1	00366	IPad Model MC959LL/A	DR5KX0W7DFJ1	\$520.44	\$520.44	Insight	26-Aug-13	HO PO #1097999
1	00370	IPad Model MC959LL/A	DR5KX104DFJ1	\$520.44	\$520.44	Insight	28-Aug-13	HO PO #1097999
1	00371	IPad Model MC959LL/A	DR5KX099DFJ1	\$520.44	\$520.44	Insight	28-Aug-13	HO PO #1097999
1	00372	IPad Model MC959LL/A	DR5KX0X1DFJ1	\$520.44	\$520.44	Insight	28-Aug-13	HO PO #1097999
1	00373	IPad Model MC959LL/A	DR5KX04LDFJ1	\$520.44	\$520.44	Insight	28-Aug-13	HO PO #1097999
1	00406	LCD Monitor Screen	CN05-MWNN-64180-324-OVHB	Included with ARD # 00427	Included with ARD # 00427	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00407	LCD Monitor Screen	CN05-MWNN-64180-322-OBUB	Included with ARD # 00428	Included with ARD # 00428	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00408	LCD Monitor Screen	CN05-MWNN-64180-3N-OX2B	Included with ARD # 00429	Included with ARD # 00429	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00409	LCD Monitor Screen	CN05-MWNN-64180-324-24MB	Included with ARD # 00430	Included with ARD # 00430	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00410	LCD Monitor Screen	CN05-MWNN-64180-324-OOTB	Included with ARD # 00431	Included with ARD # 00431	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00411	LCD Monitor Screen	CN05-MWNN-64180-324-OCZB	Included with ARD # 00432	Included with ARD # 00432	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00412	LCD Monitor Screen	CN05-MWNN-64180-324-OWZB	Included with ARD # 00433	Included with ARD # 00433	Metroe Stationery Store	27-Jan-14	PO#002-14

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00413	LCD Monitor Screen	CN05-MWNN-64180-324-OXOB	Included with ARD # 00434	Included with ARD # 00434	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00414	LCD Monitor Screen	CN05-MWNN-64180-324-OXDB	Included with ARD # 00435	Included with ARD # 00435	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00415	LCD Monitor Screen	CN05-MWNN-64180-324-OGPB	Included with ARD # 00436	Included with ARD # 00436	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00416	LCD Monitor Screen	CN05-MWNN-64180-324-IWBB	Included with ARD # 00437	Included with ARD # 00437	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00417	LCD Monitor Screen	CN05-MWNN-64180-324-OXTB	Included with ARD # 00438	Included with ARD # 00438	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00418	LCD Monitor Screen	CN05-MWNN-64180-324-OXSB	Included with ARD # 00439	Included with ARD # 00439	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00419	LCD Monitor Screen	CN05-MWNN-64180-324-OWTB	Included with ARD # 00440	Included with ARD # 00440	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00420	LCD Monitor Screen	CN05-MWNN-64180-324-OYXB	Included with ARD # 00441	Included with ARD # 00441	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00421	LCD Monitor Screen	CN05-MWNN-64180-324-OEUB	Included with ARD # 00442	Included with ARD # 00442	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00422	LCD Monitor Screen	CN05-MWNN-64180-324-OXEB	Included with ARD # 00443	Included with ARD # 00443	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00423	LCD Monitor Screen	CN05-MWNN-64180-324-24QB	Included with ARD # 00444	Included with ARD # 00444	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00424	LCD Monitor Screen	CN05-MWNN-64180-324-OBPB	Included with ARD # 00445	Included with ARD # 00445	Metroe Stationery Store	27-Jan-14	PO#002-14

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00425	LCD Monitor Screen	CN05-MWNN-64180-324-24NB	Included with ARD # 00446	Included with ARD # 00446	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00426	LCD Monitor Screen	CN05-MWNN-64180-324-001B	Included with ARD # 00447	Included with ARD # 00447	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00427	CPU Dell OptiPlex 7010 OS	B504GY1-24247145161-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00428	CPU Dell OptiPlex 7010 OS	CT64GY1-27885193417-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00429	CPU Dell OptiPlex 7010 OS	FH23GY1-33738608521-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00430	CPU Dell OptiPlex 7010 OS	5Y64GY1-12950047946-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00431	CPU Dell OptiPlex 7010 OS	DNSJ4Y1-29698183369-3010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00432	CPU Dell OptiPlex 7010 OS	B624GY1-24310970569-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00433	CPU Dell OptiPlex 7010 OS	5X4M4Y1-13007979145-3010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00434	CPU Dell OptiPlex 7010 OS	81Z3GY1-17533673353-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00435	CPU Dell OptiPlex 7010 OS	H874GY1-37500995017-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00436	CPU Dell OptiPlex 7010 OS	HR64GY1-38648172745-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00437	CPU Dell OptiPlex 7010 OS	3604GY1-6893352649-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00438	CPU Dell OptiPlex 7010 OS	JX4MHY1-43361999497-3010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00439	CPU Dell OptiPlex 7010 OS	1Z4M4Y1-4300849801-3010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00440	CPU Dell OptiPlex 7010 OS	CYZ3GY1- 28236186505-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00441	CPU Dell OptiPlex 7010 OS	GQ23GY1- 36459586441-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00442	CPU Dell OptiPlex 7010 OS	GP23GY1- 36251142345-3010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00443	CPU Dell OptiPlex 7010 OS	CJ3M4Y1- 27276317065-3010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00444	CPU Dell OptiPlex 7010 OS	9G74GY1- 20570465737-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00445	CPU Dell OptiPlex 7010 OS	996J4Y1- 20146207177-3010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00446	CPU Dell OptiPlex 7010 OS	3774GY1-695576137- 7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00447	CPU Dell OptiPlex 7010 OS	H504GY1- 37307839177-7010	\$980.00	\$980.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00448	Laptop Computer HP Pavilion 17.3	5CD34336G3C	\$1,280.00	\$1,280.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00449	Laptop Computer HP Pavilion 17.3	5CD3441YG7C	\$1,280.00	\$1,280.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00450	Laptop Computer HP Pavilion 17.3	5CD2441HXQC	\$1,280.00	\$1,280.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00451	Laptop Computer HP Pavilion 17.3	5CD3441H4NC	\$1,280.00	\$1,280.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00452	Laptop Computer HP Pavilion 17.3	5CD3441JB8C	\$1,280.00	\$1,280.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00453	Laptop Computer HP Pavilion 17.3	5CD34542Q4C	\$1,280.00	\$1,280.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00454	Laptop Computer HP Pavilion 17.3	5CD34417PNC	\$1,280.00	\$1,280.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00455	Laptop Computer HP Pavilion 17.3	5CD343369NC	\$1,280.00	\$1,280.00	Metroe Stationery Store	27-Jan-14	PO#002-14

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00456	Laptop Computer HP Pavilion 17.3	5CD3441W7H	\$1,280.00	\$1,280.00	Metroe Stationery Store	27-Jan-14	PO#002-14
1	00457	Laptop Computer Dell Inspiron 17R	J2762X1	\$1,300.00	\$1,300.00	Crossword Ltd.	24-Feb-14	PO#006-14
1	00458	Laptop Computer Dell Inspiron 17R	D69SZW1	\$1,300.00	\$1,300.00	Crossword Ltd.	24-Feb-14	PO#006-14
1	00459	Laptop Computer Dell Inspiron 17R	BXMSZW1	\$1,300.00	\$1,300.00	Crossword Ltd.	24-Feb-14	PO#006-14
1	00460	Laptop Computer Dell Inspiron 17R	23662X1	\$1,300.00	\$1,300.00	Crossword Ltd.	24-Feb-14	PO#006-14
1	00461	Laptop Computer Dell Inspiron 17R	9KNJSY1	\$1,999.00	\$1,999.00	Crossword Ltd.	24-Feb-14	PO#006-14
	00462	Desktop unit Dell OptiPlex 9010	CKVC4Y1	\$975.00	\$975.00	Crossword Ltd.	24-Feb-14	PO#006-14
1	00475	Photocopier Canon 2422	HWH03443	\$3,500.00	\$3,500.00	Planet PC	4-Apr-14	PO#014-14
1	00476	Laptop Computer HP	5CD4100087	\$1,275.00	\$1,275.00	Transend	30-Apr-14	PO#018-14
1	00477	Laptop Computer HP	5CD4094MQD	\$1,275.00	\$1,275.00	Transend	30-Apr-14	PO#018-14
1	00478	Apple iPad with Protective Case	DRSMC4FCDFJ1	\$465.75	\$465.75	Insight	15-May-14	PO 1105887
1	00479	Apple iPad with Protective Case	DRSMC5XSDFJ1	\$465.75	\$465.75	Insight	15-May-14	PO 1105887
1	00480	Apple iPad with Protective Case	DRSMC6D1DFJ1	\$465.75	\$465.75	Insight	15-May-14	PO 1105887
1	00481	Apple iPad with Protective Case	DRSMC5WTDJF1	\$465.75	\$465.75	Insight	15-May-14	PO 1105887
1	00482	Honda Motor Cycle	HMC-032753	\$3,800.00	\$3,800.00	Thunderbird Corp	26-May-14	PO#017-14
1	00483	Honda Motor Cycle	HMC-032753	\$3,800.00	\$3,800.00	Thunderbird Corp	26-May-14	PO#017-14
1	00484	Honda Motor Cycle	HMC-032753	\$3,800.00	\$3,800.00	Thunderbird Corp	26-May-14	PO#017-14
1	00485	Wagtech Water Testing Laboratory	WAG-WE10441	\$13,419.00	\$13,419.00	Earthtime	15-May-14	PO#024-14
1	00489	Dell OptiPlex 9010 Processor	FVD8HZ1	\$915.00	\$915.00	Crossword	16-Jul-14	PO- 030-14
1	00490	Dell OptiPlex 9010 Monitor	CN-0XDT4K-728723AC-C9NB	Included with ARD #00487	Included with ARD #00487	Crossword	16-Jul-14	PO- 030-14

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00503	Iridium 9555 Satellite Phone	L5 21335'B06USL	\$1,209.81	\$1,209.81	Roadpost USA Inc	26-Jun-14	HO PO # 1107083
1	00504	Iridium 9555 Satellite Phone	L5 21335'B06VE5	\$1,209.81	\$1,209.81	Roadpost USA Inc	26-Jun-14	HO PO # 1107083
	00532	Dell OptiPlex 9010	FVD8HZ1	\$915.00	\$915.00	Crosswords	6-Aug-14	PO #- 030-14
1	00571	HP LaserJet N 176n Scanner Printer and copier	CNB7FD5XO	\$750.00	\$750.00	Metro Stationery Store	20-Aug-14	PO #- 041-14
1	00572	40 Ft Containers	N/A	\$4,100.00	\$4,100.00	Monetco	29-Aug-14	PO #- 043-14
1	00573	41 Ft Containers	AMFU8456984	\$4,100.00	\$4,100.00	Monetco	29-Aug-14	PO #- 043-14
1	00589	15 KVA Perkins Generator Silent		\$12,700.00	\$12,700.00	Hi Tech	4-Oct-14	PO #- 053-14
1	00592	HP Pavilion 17.3 Laptop	20000194906802	\$1,250.00	\$1,250.00	Transend Bus Svs	15-Oct-14	PO #- 057-14
1	00593	Dell OptiPlex 3020 no moni	7HTCN02	\$775.00	\$775.00	Transend Bus Svs	15-Oct-14	PO #- 057-14
1	00594	Robertsport Field Office Signboard	N/A	\$700.00	\$700.00	Creative Group of Companies	16-Oct-14	PO #- 030-14
1	00595	Sanniquellie Field Office Signboard	N/A	\$700.00	\$700.00	Creative Group of Companies	16-Oct-14	PO #- 030-14
1	00596	Voinjama Field Office Signboard	N/A	\$700.00	\$700.00	Creative Group of Companies	16-Oct-14	PO #- 030-14
1	00597	Afron Air conditioner-18,000 BTU	AFC 18012	\$675.00	\$675.00	Naresh Brothers	3-Nov-14	PO # 059-14
1	00598	Afron Air conditioner-18,000 BTU	AFC 18013	\$675.00	\$675.00	Naresh Brothers	3-Nov-14	PO # 059-14
1	00606	Canon IR 2520 Scanner, photocopier and printer	HWH03536	\$2,590.00	\$2,590.00	Office Ideas	5-Sep-14	PO # 060-14
1	00609	Linksys- SMART Wifi Dual Band Wireless AC Router	13H11607400553	\$715.00	\$715.00	Transend Business Svs	5-Sep-14	PO # 065-14
1	00610	Flow Meter	W70232-10	\$3,901.19	\$3,901.19	Spree Traders	5-Dec-14	PO # 073-14
1	00611	Linksys- SMART Wifi Dual Band Wireless AC Router	13H11605426814	\$715.00	\$715.00	Transend Business Svs	15-Dec-14	PO # 075-14
1	00612	22 KVA Lister Perkins Generator	GV51790U920513Y	\$14,500.00	\$14,500.00	G & J Group	5-Feb-15	PO # 001-15
1	00613	23 KVA Lister Perkins Generator	GN66044U957343W	\$14,500.00	\$14,500.00	G & J Group	5-Feb-15	PO # 001-15

QTY	ARD #	DESCRIPTION	S/N	UNIT PRICE	TOTAL PRICE	VENDOR	DATE REC'D	PO/VOUCHER #
1	00631	Food Processor	N/A	\$500.00	\$500.00	African Trading Company	13-Oct-14	N/A
1	00639	Split Unite Wall Mounted Air-conditioner	AF-1866BCPA-BODO94080405N00002	\$675.00	\$675.00	Naresh Brothers	17-Mar-15	PO # 014-15
1	00641	Dell Latitude 17.3 Laptop	1X2G312	\$1,275.00	\$1,275.00	Office Idea	24-Mar-15	PO # 015-15
1	00642	Dell Latitude 17.3 Laptop	4F2G312	\$1,275.00	\$1,275.00	Office Idea	24-Mar-15	PO # 015-15
1	00643	Dell Latitude 17.3 Laptop	2K2G312	\$1,275.00	\$1,275.00	Office Idea	24-Mar-15	PO # 015-15
1	00644	Dell Latitude 17.3 Laptop	7M2G312	\$1,275.00	\$1,275.00	Office Idea	24-Mar-15	PO # 015-15

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